

Perspective

The

CAREER
ISSUE

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JONES JOHN P

A PHOTO AND FITNESS REPORTS

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F COMMENDATORY DATA,



INSIDE

- The New PSR
- Career Planning Advice
- DOPMA Changes



The First Word . . .

Ⓜ CHIEF OF NAVAL PERSONNEL (CNP)

Career Information for the New Year

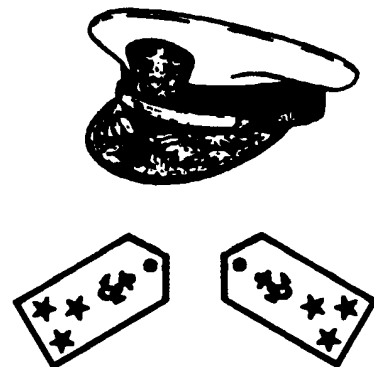
Welcome to 1997 and the career management issue of *Perspective*. Inside you will find useful information on a variety of career-related topics such as improved information management systems in use at the Bureau, postgraduate education opportunities, and joint tour requirements. It also discusses service record preparation and it attempts to take some of the “mystery” out of the selection board process.

Technological innovations have revolutionized the world and how we communicate with each other. At BUPERS, this is no exception as we have applied this technology toward improved service to you—our customers. In addition to traditional telephone contact, you can now reach BUPERS via BUPERS Access, the BUPERS Home Page, e-mail, voice mail, Interactive Voice Response (IVR), and through the detailing process with Job Advertisement and Selection System (JASS). See “BUPERS in Cyberspace” on page two for more details.

Rapid improvements in technology have also increased the importance of advanced education for the Navy’s officer corps. Graduate education for all officers is extremely beneficial, both personally and professionally. As we develop today’s junior officers into tomorrow’s senior executives and flag officers, it is more important than ever that we use advanced education to exercise our minds, exploit our diversity, and grow appreciative and understanding of leadership and values required in our rapidly changing society and Navy.

As you read through this career-oriented issue, remember that the basics of career management remain the same: make the best career decisions right now for you and your family and let the future take care of itself. Although planning for the future is very important, things change rapidly and you can only make decisions in the present. I encourage you to talk often with your detailer, get the best advice possible, then make your decision and charge off and do it. Don’t be so worried about your long-term career that you miss the value of your present job. Sustained superior performance in your assigned billet will always be the key to a successful Naval career.

Navy careers are fascinating and full of wonderful opportunities. You are all an important part of our Navy’s future and we at BUPERS want to ensure your careers are both challenging and rewarding. I encourage you to continue to work with us and let us know how we can serve you better.



A stylized, handwritten signature in black ink, reading "D. T. Oliver".

D. T. Oliver
Vice Admiral, U.S. Navy



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Perspective (NAVPERS 15892) is the professional bulletin of the Navy officer community. Its mission is to provide all Navy officers information regarding key personnel policy changes, reassignment trends, and emerging developments within their areas of expertise to enhance their professional development. *Perspective* is approved for official dissemination of professional information of interest to the Department of Defense and to appropriate professionally-related communities. This information does not necessarily reflect the official Navy position and does not supersede information in other official Navy publications.

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FROM THE HEAD DETAILER

○ RADM JIM MASLOWSKI, USN

Chart a Course for a Successful Career

Prior planning prevents These words ring true when your record is projected before a statutory or administrative selection board. Since your record is your direct representative during these proceedings, an incomplete record immediately sends a negative signal to board members. Make your first impression to a selection board a favorable one.

This year's selection boards are already underway. If you're eligible for one and haven't screened your record yet, the first thing you should do is order your microfiche and performance summary record (See pages 19-20). You'll find nearly everything you need to know about proper record management in the following pages of this "Career Issue."

I want to share some thoughts with you about career management. Believe it or not, YOU are the largest factor in the development of your naval career. If I've learned anything over my career it's that you **must have a plan**. Seek the advice of your Commanding Officer or Executive Officer, as well as your detailer, when you are faced with "career making" decisions.

From the detailer's perspective, you should strive for a diversity of assignments. Overseas, Washington, staff, and joint duty can offer you the opportunities to stay competitive. Of course, diverse assignments **must** be coupled with strong performance. You should always strive to leave a command as one of the top performers.

Aside from taking the hard jobs, the following could be your ticket to advancement: graduate education and Joint Specialty Officer (JSO) designation. Our latest promotion results show a clear advantage for officers with graduate degrees. The FY97 LCDR promotion rate for officers with fully funded graduate education was 73.1% compared to an overall 70.2% promotion rate. The FY97 CDR promotion rate for those with fully funded graduate education was 69.9% compared to an overall 63.9% promotion rate. JSO designation is also a great way to enhance promotion opportunity. To obtain this designation, you must complete required Joint Duty Assignments and Joint Professional Military Education (JPME) as discussed later in this issue.

In addition to keeping your record updated, you should look ahead to career milestones such as Department Head, XO, and CO screening boards. To determine promotion board eligibility, you should read the promotion zone NAVADMIN typically sent at the beginning of each fiscal year. Follow the same recommended timeline for reviewing your record before an upcoming board as you would for negotiating orders—**at least SIX months in advance**.

Webster's dictionary defines the word "career" as a course or a passage. You wouldn't get underway for sea without a navigation brief or conduct flight operations without a flight plan, so why make a career of the Navy without a well thought out plan? Take my advice and set aside some time in your busy schedule to plot a course for success. It will pay you dividends in the years ahead.

J. Maslowski

BUPERS in Cyberspace

If you haven't taken advantage of the on-line information available, the following few pages aim to help you get connected with BUPERS electronically. The current information technology has enabled us to present you with numerous avenues to get up-to-date information concerning YOUR CAREER MANAGEMENT.

With the high quality officer corps in today's Navy, the competition for promotion is as healthy as ever. Although strong performance is paramount for advancement, aggressive career management is the key to unlocking your full potential. More specifically, landing the best job for your career needs doesn't always happen by luck. Yes, timing plays a part in it, but keeping abreast of community trends coupled with frequent contact with your detailer when "in the window" for orders will give the edge you're looking for.

As discussed in the last career issue, many of you cyberspace pioneers logged on to **BUPERS Access** when it came on-line in 1991. Since then, this computer bulletin board has improved detailer-constituent communications tremendously. It has not only community news but many downloadable files of interest concerning career management.

Now that the World Wide Web is a household name, many of you with Internet access have surfed the Web to the **BUPERS Home Page**. Many have read this issue of *Perspective* off the Internet before it went to the printer. This is yet another example of the increasing accessibility of BUPERS and other Navy information sources

If you're up for orders or just have a community question, try **e-mail**. Your detailers all have e-mail addresses (many right next to their columns) and are very excited about using this communication medium to reach their constituents—YOU. E-mail allows the detailer time to do some research on your behalf and get you the right answer without you having to stay on the phone line indefinitely or calling back. You can send e-mail your detailer by using their individual PERS-code (see pages 30-31 for the e-mail/phone directory).

For those of you who are not on-line, don't worry. We still have detailers waiting by the phones to help you find the

best job possible. The days of automatically getting a busy signal when you call your detailer are dwindling with the installation of **voice mail**. You can now leave a message with your detailer 24 hours a day from anywhere in the world without worrying about timezones. Detailers **WILL GET BACK TO YOU AS SOON AS POSSIBLE** as long as you clearly leave your name, SSN, and a valid return phone number. If you do call and get voice mail, **PLEASE DO NOT HANG UP WITHOUT LEAVING A MESSAGE**. With the volume of calls detailers get, this can quickly overwhelm the voice mail memory limits.

And because of this, BUPERS has recently installed a new digital phone system. This has led to the implementation of **Interactive Voice Response (IVR)**.

IVR allows the fleet to gain BUPERS Access-type data without a computer. The fleet can access the system by using a standard phone to select voice responses on a variety of subjects.

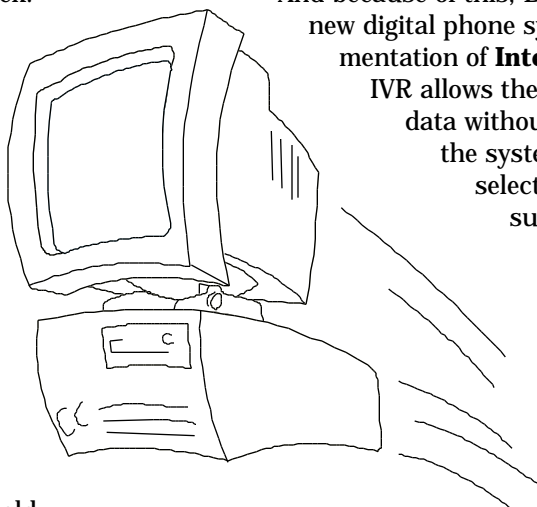
But we aren't stopping there. We are also improving the detailing process itself through the **Job Advertisement and Selection System (JASS)**. JASS allows you to see all available jobs and then lets you prioritize your selection for assignment.

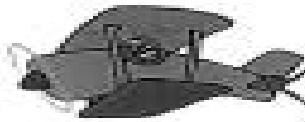
But the time is coming when you will have to get on-line. You can be assured that the people who take advantage of these technologies will receive more information and make more informed decisions.

BUPERS Home Page on the "Web"

No matter where you are in the world, or what time zone you are in, you can learn information important to your Navy career. Did you get promoted? When is your next screening board? What is happening in your warfare community? These are all questions you can find the answers to on the World Wide Web.

BUPERS has entered the Web with its very own Home Page. Access to BUPERS Home Page is available to anyone with Internet access. Sailors at commands with an Internet account, or anyone who has purchased Internet software through a commercial vendor for use on their personal computer, can reach the BUPERS Home Page in one of two ways:





<http://www.navy.mil/homepages/bupers>

• via the Navy On-line Home Page at:
<http://www.navy.mil>

• or directly at:
<http://www.navy.mil/homepages/bupers>

BUPERS Home Page was set up through NCTS Pensacola to allow for the electronic distribution of timely information. In addition to detailing news, the Home Page includes informative articles from throughout BUPERS, such as:

- mission and vision statements
- command history
- military pay chart
- Navy administration/policy messages
- Navy locator information
- news media inquiries
- OPNAV instructions
- BUPERS public affairs news stories
- personnel statistics
- uniform matters
- detailer trip information
- *Link Professional Bulletin*
- *Perspective Professional Bulletin*
- *Shift Colors*
- health care benefits
- answers to frequently asked questions
- selection board information
- MCPON information
- current organization address, phone, and fax information

Viewers with questions or comments can leave a message for the "Webmaster" (the e-mail address for the BUPERS Home Page managers). Access to information on the BUPERS Home Page is available without discrimination to anyone with Internet services. For technical questions, contact DPC Reese at DSN 225-5895 or commercial (703) 695-5895.

What can BUPERS Access do for you?

BUPERS Access is a micro computer based system providing the fleet with easy access to detailers, up-to-date policies, news and information, personal information on advancement results, orders status, SRB requests, status of various packages submitted to BUPERS for approval, and more. This technology allows members to use virtually any computer with a modem and telecommunications software to communicate with BUPERS Access.

The following is a list of just some of the information you can download from BUPERS Access:

- E-mail communication with all enlisted detailers and most oficer detailers (including TAR detailers).
- E-mail communication with many departments within BUPERS. These include the Uniform Board, EVAL/FITREP branches, Public Affairs office, Retired Activities, Community Service Programs, ENCORE/favorable separations branch, and many others.
- Retention Information Bulletin Board System (RIBBS) contains many retention, career information and Navy policy bulletins, NAVADMIN and NAVOP messages, regional announcements and other important information.
- Advancement exam and board results.
- Orders status information including message DTG, modifications, report date, and dependent information.
- Status of requests for all manpower programs such as ENCORE, VSI, SSB, TERA, etc.
- The enlisted Naval Swap Program, now totally automated, allows electronic submitting & viewing of SWAPS.
- Duty preference submissions (which will update your record within two business days).

- Status of SRB requests, including dollar amount, reenlistment date and approval DTG.

BUPERS Access operates on a 32-line rotary telephone system. The first 16 lines are reserved for designated command representatives. The remaining 16 lines are open to all active duty, reserve and retired members. Please note that new accounts may not be created on the Command Representative priority service lines.

- Command Representative priority lines:

toll-free 1-800-762-8567
DSN 225-6900 or commercial (703) 695-6900

- If active, reserve, retired and new account lines:

toll-free 1-800-346-0217
DSN 224-3174 or commercial (703) 614-3174

Should you have difficulty accessing the system, the BUPERS Access development and technical support staff may be reached at DSN 224-8083 or commercial (703) 614-8083.

To upgrade from single user to command level access (useful for COs, XO's, Admin Officers, Division Officers, etc. to get information for/about their troops) a written request from your command is required. Include the following information in bullet format:

- SSN
- first and last name
- job title
- member's UIC (only include the member's actual on board UIC)
- rate/rank
- PRD
- access level

You can fax (preferred) your requests to DSN 224-4364 or commercial (703) 614-4364. Or mail requests to: Bureau of Naval Personnel,
2 Navy Annex, Room 3052
Washington, DC 20370-4710

To reach BUPERS Access, the following equipment is required:

- An IBM compatible personal computer is preferred, but most other computers are supported
- Standard telephone line
- Modem supporting 1,200 to 38,400 BAUD (14,400 or higher is preferred)
- Any telecommunication software package that is capable of connecting with BUPERS Access. For best results, Qmodem Pro for DOS or Windows, Procomm Plus for DOS or Telix for DOS are recommended

When configuring your software, the following setup should be used to ensure the best quality connection:

Terminal emulation:

- ANSI is preferred, or VT-100 is an alternate for IBM compatible computers. VT-52 is usually required for Apple/Mac.

Configuration settings:

- set the highest BAUD rate your modem will support between 1,200 and 38,400
- 8 bit words • no parity • 1 stop bit
- XON/XOFF flow control (sometimes called software flow control) should be disabled
- CTS/RTS flow control (sometimes called hardware flow control) should be enabled if supported by your software package (*Note: not all software supports CTS/RTS flow control*)

Once connected to BUPERS Access, respond to each question as it is displayed to create a new account. Each question must be answered accurately in order for the new account to be validated. If BUPERS Access recognizes your name and you have never logged into the system before, then there is already another user with the same name. Since BUPERS Access requires each user to have a unique ID you must reenter your first name along with your middle initial, or use some other valid variation of your real name so BUPERS Access may properly identify you. We do not recommend using your rate or rank in your login ID since this information is contained elsewhere in your user record and may cause the account to not be validated.

Interactive Voice Response

The same data that is available on-line via computer link is now available using an ordinary telephone. The Interactive Voice Response (IVR) system allows the fleet access to most of the information you would find on BUPERS Access. You may also choose an option that will allow you to speak with your detailer. The program is available toll free at 1-800-951-NAVY.

For more information about IVR or BUPERS Access, contact your Command Career Counselor or call the support staff at DSN 224-8083; commercial (703) 614-8083.

JASS: Computer Detailing

The Job Advertising and Selection System (JASS) is a preliminary version of a system which will greatly expand the capability for detailers and the fleet to communicate using computer technology. When fully operational, computer detailing will allow the fleet to review billet vacancies and apply for available jobs.

The concept of the program is to advertise job vacancies and allow the fleet to apply for the jobs they desire. No longer is the detailing process a first-come, first-served mind set. When a Sailor or officer comes within their nine month window, they will be able to look at all billets available and make three to five prioritized selections. Detailers will then process job applications according to the best match.

JASS is available to all enlisted aviation ratings, the PN community, and submarine junior officers (ENS-LT). The rest of enlisted ratings will begin to come on-line in 1997. Additional officer communities will be added after the enlisted ratings are complete.

JASS is accessible by Command Representatives who have requested, and been granted, a JASS user ID. To obtain acceptable performance, a 386 (25 MHZ or faster) PC with 4MB RAM (or more) memory and 14,400 BAUD (or faster) internal modem are required.

JASS Command Representatives must be designated through official correspondence, either by naval message or serialized letter (fax or mail). Include the following information in bullet format:

- SSN • rate or rank • first and last name • PRD • job title
- representative's UIC (only include the member's actual UIC)

Fax your request to DSN 224-4364 or commercial (703) 614-4364. Or mail them to: Bureau of Naval Personnel,
Pers-4G (Security Section)
2 Navy Annex, Washington, DC 20370-0143

Refer technical questions to the JASS support staff at DSN 678-5511 or commercial (703) 614-8314. For additional information refer to NAVADMIN RMG CNO WASHINGTON DC 101923Z NOV 95 or call LT Donohue at DSN 223-9907.

Education/Subspecialty Management

PERS-440: DSN 224-3321; commercial (703) 614-3321; fax (703) 614-4047

Postgraduate Education Programs

A postgraduate education is an absolute necessity in today's ever more competitive Navy. A master's degree demonstrates initiative and provides you with necessary "subspecialty" skills that allow you to develop an area of expertise outside of your primary warfare specialty.

There are many windows in an officer's career to pursue a master's degree and a number of ways to do it. Many postgraduate programs require some type of obligated service. Close consultation with your detailer is essential to determine which program and what time to attend are best for you.

The Application Process

All officers interested in attending a postgraduate program should contact their detailers to begin the process.

Attending Naval Postgraduate School (NPS) in Monterey, CA or participating in any other fully funded graduate education program is contingent upon a strong professional record and past academic performance. Academic performance (for NPS) is determined by use of the Academic Profile Code (APC). The APC is computed by the NPS admissions office. To calculate your APC, they must have your undergraduate transcripts. To check your APC, first look at block 47 on your Officer Data Card (ODC). If that block is blank, contact NPS to be sure they have your transcripts.

The NPS admissions office number is DSN 878-3093 or commercial (408) 656-3093. If you have been commissioned in the past few years they may not have had a chance to compute your APC yet. Don't worry, when it's time to go to school your detailer can have it done for you. An explanation of the APC is found in enclosure (3) to OPNAVNOTE 1520. If you're planning to go anywhere other than NPS then you will have to apply to the school on your own—your APC is irrelevant.

Naval Postgraduate School, Monterey California

The center of all postgraduate education is the Naval Postgraduate School (NPS). Over 500 Navy students as well as officers from other services and nations attend each year. NPS provides a beautiful campus environment right on the water of Monterey Bay. It offers a wide variety of technical and nontechnical curricula ranging in duration from 15 to 30 months. Over 99 percent of the faculty have Ph.D.'s.

Civilian Universities

Many limited enrollment curricula necessary to meet subspecialty needs of the Navy are not offered at NPS and are therefore taught at civilian universities with tuition funded by NPS. A list of these curricula and schools are listed in OPNAVNOTE 1520.

Tuition Assistance (TA)

Commissioned officers are eligible to receive TA towards the completion of a master's degree earned during off-duty periods. The Navy may pay no more than 75 percent of the educational costs. A recent change increased TA funding, as of 1 October 1996, by setting a \$3500 yearly funding cap on total courses in one year instead of the prior \$395 per course maximum funding. To receive funds each officer must agree to remain on active duty for at least two years after the completion of the last course paid for.

Prior to receiving TA approval, each officer signs a contract agreeing to the two year obligation. During the recent drawdown, however, waivers of TA obligated service were routinely approved by all detailing communities. But you must remember that waiver of the service obligation is at the discretion of the Navy—and even if a waiver is granted based on reducing manning levels, the officer must repay monies on a prorated basis prior to final separation.

The bottom line is that TA is a great way to help pay for a master's degree you earn on your own time . . . but be prepared to fulfill your two year obligation.



For more information about TA, contact your detailer or local Navy Campus office.

Admiral Arthur S. Moreau Post-Master's Program

A program in international relations and diplomacy, it is designed to allow officers already possessing the political/military subspecialty code (XX2XP) to further their education. A board is held annually, in late November, to select up to three URL officers to attend one year of fully funded study at Harvard, Tufts, Georgetown, Johns Hopkins, or Stanford.

The application deadline for the next board is 1 October 1997. OPNAVINST 1520.34B is the governing instruction.

Pol-Mil Master's Program

This program enables up to **four** URL officers to attend one year of fully funded graduate education. Degrees available include a master's in public administration from Harvard, a master's in international law and diplomacy from Tufts, a master's in political science from Stanford, a master's in national security studies from Georgetown, and a master's in strategic studies from John's Hopkins. A XX20P subspecialty code is awarded for all programs. A strong foreign language proficiency is required for the Tufts program.

The next application deadline is 1 October 1997. Officers applying to the program should have completed at least five years following their initial pipeline training and be prepared to rotate in June/July/August 1998 depending on the program they are attending. Admission to the universities is the responsibility of the officer. OPNAVNOTE 1520 is the governing document. An independent instruction is in the works.

Ph.D. Program at NPS

A few exceptional officers are chosen each year to participate in doctoral studies at the Naval Postgraduate School. Quotas, based on current needs of the Navy, are published each July. Application procedures are contained in OPNAVINST 1520.23B.

MIT/Woods Hole Oceanographic Institute Program

This is a special program for officers with an exceptional aptitude for oceanographic studies. Application is by invitation only. The Oceanographer of the Navy will contact those who are qualified.

Note: the point of contact for the following programs is Ms. Carol Williams, PERS-604C, DSN 224-1408, commercial (703) 614-1408.

Executive Training Program (ETP)

The ETP sends officers to advanced management courses at Harvard. Annually, six Navy or Marine Corps unrestricted line CAPTs are selected to attend the Harvard Senior Officials in National Security (SONS) program. Two naval officers are also selected annually to attend the Harvard Advanced Management Program (AMP). See SECNAVINST 1520.14 for application information.

Advanced Education Program (AEP)

The AEP has been eliminated. Officers are encouraged to continue pursuing their degree off-duty utilizing Tuition Assistance (TA).

College Degree Program (CDP)

This program provides an opportunity for NAVCADS to pursue completion of undergraduate degrees once they have been selected for augmentation. Instructions are found in BUPERSINST 1520.106. The CDP program for LDO/CWO has been eliminated.

Scholarship Program

This program provides a limited number of active duty officers the opportunity to participate in full time, personally funded graduate education programs at civilian institutions. Procedures are found in OPNAVINST 1520.24A.

Law Education Program (LEP)

This program is for officers (O3 and below) with 2-6 years of active duty service. Selected officers will attend civilian universities in pursuit of a law degree and will subsequently change designators to the JAG community. SECNAVINST 1520.7E is the governing instruction.

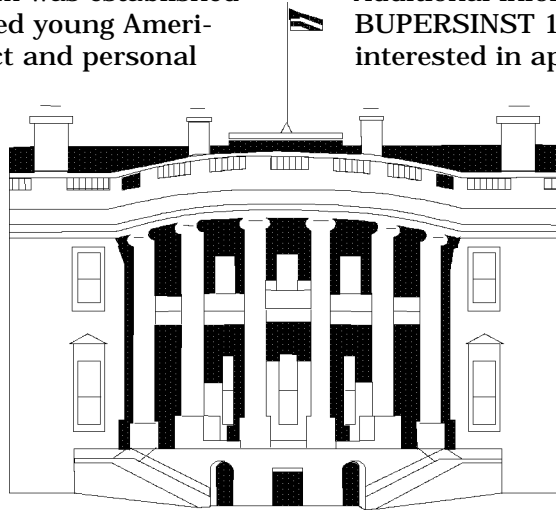
Olmsted Scholarship

Three officers are selected each year for postgraduate study at a foreign university. Nominations are solicited annually by NAVADMIN in the June/July time frame. Call PERS-604C for further details.

Fellowship Programs

White House Fellowship

The White House Fellows program was established in 1964 to provide a few motivated young Americans with the experience of direct and personal involvement in the process of governing our nation. Fellows are assigned to the White House staff, the Vice President, members of the Cabinet, and to other top-level executives. In addition to their duties as special assistants, White House Fellows participate in an educational program revolving around the government's processes, personalities and problems.



Additional information may be found in the BUPERSINST 1560.20A. Individuals who are interested in applying for the White House Fellows program should request an application by postcard from: The President's Commission on White House Fellowships, 712 Jackson Place, NW, Washington, DC, 20350, or phone (202) 395-4522. BUPERS POC is the service college placement officer (PERS-440C), DSN 223-1223; commercial (703) 693-1223. Applications are due 1 December of each year.

Federal Executive Fellowship (FEF)

The Navy's Federal Executive Fellowship (FEF) program helps fill the Navy's requirements for senior-level officers knowledgeable in the formulation and conduct of foreign policy and in the intricacies of the decision-making process at the highest levels of government. To be eligible you must be an unrestricted or restricted line officer in the permanent paygrade of LCDR or above. Graduate-level education in Political-Military Affairs/National Security affairs or an appropriate subspecialty (i.e., XX2X) is desired, but not required.

Fellowship tour lengths are approximately 12 months. November 1997 selectees will begin their tours as fellows in August 1998. The obligated service is two years. Applications are due to Chief of Naval Personnel (PERS-440C) by 1 October 1997. OPNAVINST 1500.72B contains information on the program and guidance on how to apply. The FEF program sponsor is N5, DSN 223-3918; commercial (703) 693-3918.

The selection board convenes in November 1997 and selects eighteen candidates for the following institutions and 30 alternates:

FEF Institutions

American Enterprise Institute
Atlantic Council of the United States
Boston University
Brookings Institute
Center for Strategic & Int'l Studies
Council on Foreign Relations (CAPT only)
Defense Arms Control Studies Program
Foreign Service Institute (CAPT only)
Harvard Center for Int'l Affairs
Harvard Nat'l Security Fellows (3 positions)
Harvard Olin Institute
Hoover Institute
Rand Corporation (3 positions)
Tufts University

Locations

Wash, DC
Wash, DC
Boston, MA
Wash, DC
Wash, DC
New York, NY
Cambridge, MA
Wash, DC
Cambridge, MA
Cambridge, MA
Cambridge, MA
Palo Alto, CA
Santa Monica, CA
Medford, MA

Graduate Education Pays Off

Good news for those officers who choose fully funded Navy postgraduate education (Naval Postgraduate School). We looked at this past year's promotion board results with an eye toward ensuring that our efforts to send top quality officers to PG School were paying off. In almost every competitive category and grade, those officers who had attended or were attending PG School fared better than the fleet average in selection for promotion. In the past, some mentors had advised that time spent attending PG School was at best a break-even proposition due to the not-observed fitness reports received during PG education. A thorough review now shows this as time well spent for career minded officers.

In almost every competitive category and grade, those officers who had attended or were attending PG School fared better than the fleet average in selection for promotion.

To let you know how strongly our leadership feels about the importance of graduate education to our officer corps, here's an excerpt from the current promotion board precept (the Secretary of the Navy's guidance to promotion boards):

Postgraduate education and specialty skills (represented by proven subspecialties) are important to our Navy and represent a key investment in our future. The Navy needs officers with formal technical and military education in a time of increasing technological sophistication. In determining an officer's fitness for promotion, selection boards should consider time spent obtaining postgraduate degrees and military education, and gaining experience in other specialized areas in a positive light, notwithstanding the usual not-observed fitness reports during these periods. Assignment outside the traditional career patterns that allow the Navy to use the unique skills and expertise of these officers in subspecialty areas likewise should be considered as positive.

Further underscoring this statement, 85% of all flag officers have a graduate degree. Even if your current goals do not include a shot at flag rank in the Navy, the education you receive at the Naval Postgraduate School is a life event that will serve you well no matter what your future plans hold. No Naval Postgraduate School curriculum is easy, but the tangible rewards will last you for a lifetime.

Subspecialty Management

The officer subspecialty system identifies officer requirements for experience and/or education in various fields and disciplines. The subspecialty system is also the basis for generating the Navy's advanced education and training program requirements. There are about 50 unrestricted line, 180 medical, and 30 staff corps officer subspecialty codes. The next page lists the primary subspecialty codes and their points of contact.

Educational and experience skill requirements determine whether an officer meets the Navy's criteria for subspecialty coding. Officers may be assigned subspecialty codes via graduate education such as Naval Postgraduate School (NPS), Scholarship Program, or off-duty postgraduate programs. Officers may also receive these codes through experience in a billet which is subspecialty coded or, if uncoded, meets established skill requirements and tour lengths.

Officers may request administrative assignment of a subspecialty code via experience to PERS-440E (MILPERSMAN 1430300 refers). Officers may also request administrative assignment of a subspecialty code via off-duty graduate education to NPS. Make sure that your subspecialty experience is documented in your fitness reports and that transcripts are included in your microfiche. To save time and money, officers who are attending off-duty graduate education are strongly encouraged to submit copies of the course descriptions of their chosen curriculum to NPS before enrollment to determine if the curriculum meets the Navy's educational skill requirements for subspecialty coding. Officers who request subspecialty codes and who have already completed an off-duty graduate program may submit their final transcripts and catalog course descriptions to NPS for review. Officers with graduate education not meeting the minimum educational skill requirements will be assigned a generic code (0000P) which indicates completion of a master's degree.

For further information contact PERS-440E, Pearl Hughes or LTJG Sheila Noles at DSN 224-3321 or commercial (703) 614-3321. Or contact NPS, LT Sheryl Tannahill, at DSN 878-2319 or commercial (408) 656-2319.

Subspecialty Codes and Primary Consultantants (PCs)

Codes	Field	PC Representative	Phone	Activity Code	E-mail
11XX	CEC	LCDR PETE LYNCH	(703) 693-1208 (DSN) 224	NAVFACENGCOM-09M1A	p4413@bupers.navy.mil
12XX	JAG	LCDR BOB TUIDER	(703) 325-9830 (DSN) 221	OJAG-61 2	
13XX	SUPPLY	LCDR ALMA GREEN	(703) 614-3471 (DSN) 224	NAVSUP OP-31	
14XX	CHC	CDR LORENZO YORK	(703) 614-4436 (DSN) 224	CNET 00F	p041d1@bupers.navy.mil
15XX	MEDICAL	LCDR SCOTT JONES	(202) 653-0103 (DSN) 294	BUMED 00MCB4	nmc1smj@bms230.med.navy.mil
17XX	DENTAL	CAPT DENNIS WRIGHT	(202) 653-0463 (DSN) 294	BUMED 00DCB2	nmc1fxm@bms230.med.navy.mil
18XX	MSC	CAPT RON BLACK	(202) 653-1649 (DSN) 294	BUMED 00MSCB1	
19XX	NURSE	CAPT BARBARA BEEBY	(202) 653-1092 (DSN) 294	BUMED 00NCB3	
XX10	PAO	CDR PAUL WEISHAUP	(703) 614-2708 (DSN) 224	OI-003 / PERS-448	p448@bupers.navy.mil
XX11	ENGLISH	LT CHAD DORR	(410) 281-6231 (DSN) 281	USNA ENGLISH DEPT	dorr@novell.nadn.navy.mil
XX12	HISTORY	LCDR ERIC REED	(410) 293-6252 (DSN) 281	USNA HISTORY DEPT	epreed@nadn.navy.mil
XX16	JOINT INTEL	MR BILL MCCLUNG	(301) 669-4594 (DSN) 659	ONI-15	
XX17	NAVAL TECH INTEL	MR BILL MCCLUNG	(301) 669-4594 (DSN) 659	ONI-15	
XX18	REGIONAL INTEL	MR BILL MCCLUNG	(301) 669-4594 (DSN) 659	ONI-15	
XX19	OPERATIONAL INTEL	MR BILL MCCLUNG	(301) 669-4594 (DSN) 659	ONI-15	
XX20	GENERAL POLITICAL SCI	LT MATT LUDWIG	(703) 693-3918 (DSN) 223	N511D	
XX22	- FAR EAST/PACIFIC	LT MATT LUDWIG	(703) 693-3918 (DSN) 223	N511D	
XX21	- MID EAST/AFRICA/SO ASIA	LT MATT LUDWIG	(703) 693-3918 (DSN) 223	N511D	
XX23	- WESTERN HEMISPHERE	LT MATT LUDWIG	(703) 693-3918 (DSN) 223	N511D	
XX24	- EUROPE	LT MATT LUDWIG	(703) 693-3918 (DSN) 223	N511D	
XX28	STRATEGIC PLANNING	LT MATT LUGWIG	(703) 693-3918 (DSN) 223	N511D	
XX29	SPEC OPS/	MR ROBERT J. SMITH	(619) 437-0923 (DSN) 577	NAVSPECWAR	
XX30	MGMT (GENERAL)	LCDR MIKE DISANO	(703) 604-1680 (DSN) 664	NAVAIR-09P2	
XX31	FIN MGMT	CDR DAVID SHAFER	(703) 695-0691 (DSN) 225	OP-8222E21	umail_fmb211a@nhbs.navy.osd.mil
XX32	LOG MGMT	LCDR MIKE DISANO	(703) 604-1680 (DSN) 664	NAVAIR-09P2	
XX33	MPTA	LCDR ANNE-MARIE HARTLAUB	(703) 693-2340 (DSN) 223	N1 (PERS-213)	
XX35	TRANS MGMT	MR STEVEN LUCIDO	(202) 685-5110 (DSN) 325	MSC-N1	steve.lucido@smtpgw.msc.navy.mil
XX37	ETMS	CDR ENNIS	(904) 452-4021 (DSN) 922	CNET N-23	
XX41	MATH	PROF MIKE CHAMBERLAIN	(410) 293-6702 (DSN) 281	USNA MATH DEPT	mwc@nadn.navy.mil
XX42	OPS ANALYSIS	CDR CHARLIE MORIN	(703) 695-0356 (DSN) 225	N813R	morin.charlie@hq.navy.mil
XX43	OPS LOGISTICS	CDR BOB DRASH	(703) 602-7305 (DSN) 332	N402D	drashb@n4.opnav.navy.mil
XX44	UNDERSEA WARFARE	CDR JOHN BUTALA	(703) 695-1515 (DSN) 225	N879E	cno_n879d@cno.navy.mil
XX45	C4I	LCDR MURRY LEIGH	(703) 697-6865 (DSN) 227	N62H	aleigh@pens-emh3.ncts.navy.mil
XX46	INFORMATION WARFARE	CDR JOHN O'DWYER	(301) 617-3098 (DSN) 251	NAVAL INFO WARFARE ACT	odwyer@nosc.mil
XX47	GEOPHYSICS	CDR ROB LAWSON	(202) 762-0268 (DSN) 762	N960E	960e@ocean.usno.navy.mil
XX48	METEOROLOGY	CDR ROB LAWSON	(202) 762-0268 (DSN) 762	N960E	960e@ocean.usno.navy.mil
XX49	OPERATIONAL OCEANOGRAPHY	CDR ROB LAWSON	(202) 762-0268 (DSN) 762	N960E	960e@ocean.usno.navy.mil
XX50	NAV SYS ENG (GEN)	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX51	NAVAL CONSTRUCTION & ENG	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX52	NUCLEAR ENG	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX53	NUCLEAR PROP ENG	CDR JOHN BUTALA	(703) 695-1515 (DSN) 225	N879E	cno_n879d@cno.navy.mil
XX54	NAV/MECHANICAL ENG	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX55	ELECTRICAL ENG	CAPT DAVIS GAMBLE	(703) 602-8330 (DSN) 332	SPAWAR PMW 172	gambled@smtg-gw.spawar.navy.mil
XX60	WEPS ENG (GEN)	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX62	CHEMISTRY	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX66	COMBAT SYSTEM SCI & TECH	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX68	STRATEGIC WEAPONS (FBM)	LT OREN JEFFRIES	(703) 607-1494 (DSN) 327	STRATSYSPRO SP-010	spoio@ssp.navy.mil
XX69	STRATEGIC NAVAL (FBM)	LT OREN JEFFRIES	(703) 607-1494 (DSN) 327	STRATSYSPRO SP-010	spoio@ssp.navy.mil
XX70	AERO SYS ENG (GEN)	LCDR CLAY SNAZA	(703) 604-1680 (DSN) 664	NAVAIR-09P1	
XX71	AERO ENGINEERING	LCDR CLAY SNAZA	(703) 604-1680 (DSN) 664	NAVAIR-09P1	
XX72	AVIONICS	LCDR CLAY SNAZA	(703) 604-1680 (DSN) 664	NAVAIR-09P1	
XX73	FLIGHT PERF/TEST PILOT	LCDR CLAY SNAZA	(703) 604-1680 (DSN) 664	NAVAIR-09P1	
XX75	SPACE SYSTEMS (GEN)	CDR VASQUEZ	(703) 697-0761 (DSN) 227	N63C	
XX76	SPACE SYSTEMS OPERATIONS	CDR VASQUEZ	(703) 697-0761 (DSN) 227	NAVSPACECOM	
XX77	SPACE SYSTEMS ENGINEERING	CDR VASQUEZ	(703) 697-0761 (DSN) 227	SPAWAR 10-12	
XX89	INFORMATION MANAGEMENT	LT MARIA ILLINGWORTH	(202) 764-0535 (DSN) 764	COMNAVCOMTELCOM N-122	N122@nctc.navy.mil
XX91	COMPUTER TECHNOLOGY-SCI	LT MARIA ILLINGWORTH	(202) 764-0535 (DSN) 764	COMNAVCOMTELCOM N-122	N122@nctc.navy.mil
0000	ANY MASTERS (NOT LISTED)	MS VICKI POINDEXTER	(703) 614-4933 (DSN) 224	N1 (PERS-213D1)	p213d1@bupers.navy.mil

For information about billet coding call Vicki Poindexter at (703) 614-4933 (DSN) 224.

Professional Military Education: *U.S. Service Colleges*

The following is a brief introduction to U.S. Service Colleges available to naval officers. Interested officers are encouraged to talk with their detailers for more specific information.

Reference: • MILPERSMAN 6620130

Prerequisites: • Grade:
- Senior Colleges: O5 or above
- Intermediate Colleges: O4 select/O4
• Prior education: bachelor's degree
• Service college screening: through board or administrative action

Obligated service: • Two years

<u>Senior College</u>	<u>Location</u>	<u>Report/Length</u>	<u>Phone (DSN)</u>
Air War College ¹	Maxwell AFB, AL	JUL/10 mos	493-2838
Army War College ¹	Carlisle Barracks, PA	JUL/10 mos	242-4200
Industrial College of the Armed Forces (ICAF) ³	FT McNair, Washington, DC	AUG/10 mos	325-3912
USMC "Top Level"	Quantico, VA	AUG/10 mos	278-1006
National War College ³	FT McNair, Washington, DC	AUG/10 mos	325-3912
Naval War College ²	Newport, RI	NOV/12 mos MAR/12 mos AUG/10 mos	948-6597
<u>Intermediate College</u>	<u>Location</u>	<u>Report/Length</u>	<u>Phone (DSN)</u>
Air Command and Staff ⁴	Maxwell AFB, AL	AUG/10 mos	493-2838
Army Command/General Staff ^{4, 5}	FT Leavenworth, KS	JUN/12 mos	552-2256
USMC Command and Staff ⁶	Quantico, VA	AUG/10 mos	278-1006
Naval Command and Staff ⁷	Newport, RI	NOV/12 mos MAR/12 mos AUG/10 mos	948-6597

<u>Non-Resident Program</u>	<u>Phone (DSN)</u>
Naval Command and Staff	948-6528
Air Command and Staff	493-7901
Army Command and Staff	552-5407

¹ Master's program available with affiliated college/university.

² Accredited to grant MA in National Security and Strategic Studies.

³ National Defense University (ICAF and National) have congressional approval to grant MA but are not yet accredited by regional board. Accreditation process is in the works and may be grandfathered.

⁴ Master's program available with affiliated college/university.

⁵ Accredited to grant MA, but does not meet Navy criteria for P-code subspecialty.

⁶ USMC Command and Staff has congressional approval to grant MA but is not yet accredited by regional board. Process is in work and accreditation may be grandfathered.

⁷ Accredited to grant MA in National Security and Strategic Studies.

Professional Military Education: *Foreign War Colleges*

The following is a brief introduction to Foreign War Colleges available to naval officers. Interested officers are encouraged to talk with their detailers for more information.

Reference: •MILPERSMAN 6620130

Prerequisites:

- Grade: Unrestricted Line
 - Senior Colleges: minimum O5 select or above (varies by country)
 - Intermediate Colleges: O4 select or above
- Prior education: bachelor's degree
- Service college screening: through board or administrative action
- Language proficiency or aptitude
- Unrestricted Line

Obligated service: None, however, two times the duration of DLI language training (if required)

<u>Senior College</u>	<u>Location</u>	<u>Language</u>	<u>DLI</u>	<u>Report/Length</u>
Argentine Nat'l Defense School	Buenos Aires	Spanish	25wks	MAR (1998)/12mos
Australian College of Defense ¹	Canberra	English	N/A	JAN (1999)/12 mos
Indian National Defense ¹	New Delhi	English	N/A	JAN (1999)/11 mos
Inter-American Defense	Washington, DC	Span/Port	25 wks	AUG (every yr)/10 mos
Japanese National Defense	Tokyo	Japanese	63 wks	SEP (odd FY)/11 mos
NATO Defense ¹	Rome	English	N/A	FEB/SEP (every yr)/6 mos
Norwegian National Defense ^{1, 2}	Oslo	Norwegian	25 wks	AUG (odd FY)/10 mos
Pakistan National Defense ¹	R. Pindal	English	N/A	JUL (2000)/11 mos
Royal College of Defense ¹	London	English	N/A	JAN (even FY)/11 mos
South African Navy Command & Staff	Cape Town	English	N/A	FEB (every yr)/9 mos

¹ O6 required

² Norwegian taught at DLI, Washington, DC

<u>Intermediate College</u>	<u>Location</u>	<u>Language</u>	<u>DLI</u>	<u>Report/Length</u>
Argentine Naval	Buenos Aires	Spanish	25 wks	FEB (even FY)/11 mos
Brazilian Naval ¹	Rio de Janeiro	Portuguese	25 wks	JAN (every yr)/10 mos
Canadian Command and Staff	Toronto	English	N/A	JUL (every yr)/12 mos
Chilean Naval War	Valparaiso	Spanish	25 wks	JAN (odd FY)/12 mos
French Joint Defense	Paris	French	25 wks	FEB (every yr)/15 mos
German AFSC	Hamburg	German	32 wks	AUG (every yr)/24 mos
Indian Defense Staff	Wellington	English	N/A	JUN (odd FY)/12 mos
Italian Naval	Rome	Italian	25 wks	OCT (odd FY)/10 mos
Japanese MSDF	Tokyo	Japanese	63 wks	MAR (every yr)/12 mos
Royal Australian Naval	Sydney	English	N/A	JAN (every yr)/6 mos
Royal Naval Staff	Greenwich	English	N/A	JAN (every yr)/12 mos
Spanish Naval	Madrid	Spanish	25 wks	SEP (odd FY)/9 mos
Uruguayan Naval	Montevideo	Spanish	25 wks	MAR (odd FY)/9 mos
Venezuelan Naval	Caracas	Spanish	25 wks	JUN (even FY)/11 mos

¹ PEP follow-on after graduation from Brazilian intermediate war college

Introduction to Joint Requirements

PERS-45J: DSN 223-2345; commercial (703) 693-2345; fax (703) 695-9343

Joint Specialty Officer (JSO)

To be designated as a JSO, you must:

- 1) Complete **Joint Professional Military Education (JPME)**:
 - National War College or Industrial College of the Armed Forces (ICAF),
- or -
 - Phase I at any U.S. Service College, selected fellowship, or Foreign War College and Phase II at Armed Forces Staff College (AFSC)
- 2) Complete a **joint duty assignment (JDA)**
- 3) Be selected by a Navy **JSO selection board**
- 4) Be approved by SECDEF

JSO designation is not required for promotion to Flag rank, but more than one-third of Flag joint billets require a JSO. This makes completion of JPME highly desirable for future Flag officers.

① Joint Professional Military Education (JPME)

- o Grants full JPME credit (JS1):
 - National War College (Washington, DC)
 - Industrial College of the Armed Forces (ICAF) (Washington, DC)
- o Grants Phase I credit only (JS7):
 - College of Naval Warfare (Newport, RI)
 - College of Naval Command and Staff (Newport, RI)
 - Marine Corps War College (Quantico, VA)
 - Marine Corps Command and Staff (Quantico, VA)
 - Army Command and Staff (FT Leavenworth, KS)
 - Army War College (Carlisle, PA)
 - Air Command and Staff (Montgomery, AL)
 - Air War College (Montgomery, AL)
 - Selected Foreign War Colleges
 - Selected fellowship programs

Note: FY96 is the final year credit will be awarded for intermediate level fellowship programs. FY99 is the last year for senior level fellowship programs.

- Navy, Army, and USAF nonresident war college programs (if Joint Operations phase was completed after January 1991)
- Naval Postgraduate School (selected National Security Affairs Programs have recently been certified to provide JPME Phase I credit)
- o Grants Phase II credit only (JS8):
 - Armed Forces Staff College (Norfolk, VA)

② Joint Duty Assignment (JDA)

Joint duty credit can only come from a JDA posted on the Joint Duty Assignment List (JDAL). Tour lengths for these assignments are:

- o Flag - two years
- o LCDR through CAPT - three years, except for two-year tours for some overseas assignments and for Critical Occupational Specialists (COS) in initial JDA (See below).

Note: LTs can receive joint duty credit only by filling a LCDR JDA billet.

③ JSO Selection Boards

JSO boards convene every May and October. JSO board eligibility is met when an officer has completed the JPME and JDA requirements. PERS-45J tracks these qualifications and prepares records of officers to be considered by each board. No individual request/package is required (although it never hurts to validate your eligibility). For questions, call PERS-45J.

An officer designated by SECDEF as a JSO receives either a JS5 or JS9 AQD, depending on joint tour type (see AQD section), which then appears on the Officer Data Card (ODC). Following SECDEF designation, notification is made via NAVADMIN message.

Critical Occupational Specialists (COS)

COS officers (URL LCDR through CAPT) on an initial JDA can detach after 24 months with full joint duty credit if going to an operational Navy assignment. No waiver is required. Subsequent JDA is 36 months.

Additional Qualification Designators (AQDs)

o Billet AQDs

JD1: a noncritical billet on JDAL.

JD2: a critical billet on the JDAL; must be filled with a JSO.

o Joint Education AQDs

JS1 (full JPME): Assigned to graduates of National War College, Industrial College of the Armed Forces (ICAF), the School of Information Warfare and Strategy (SIWS) (through June 1996), and the Armed Forces Staff College (AFSC) (through June 1990).

Note: also includes 1989 March (intermediate level only), June, and November graduates of Naval War College; and 1989 Army, Air Force and USMC service college graduates.

JS7 (JPME Phase I): Assigned to graduates of an intermediate or senior service college after January 1990, selected Foreign War Colleges or fellowships.

Note: graduates of service colleges during academic years 1985-1988 received Phase I credit if JPME Phase II was completed before 1 January 1994. JS7 AQD has been withdrawn for officers who did not complete JPME Phase II.

JS8 (JPME Phase II): Assigned to graduates of AFSC since July 1990.

o Joint Specialty Officer (JSO) AQDs

JS5 (JSO): Assigned to officers who have completed the JPME and JDA requirements, have been selected by a Navy JSO board, and designated by SECDEF.

JS9 (COS takeout JSO): Assigned as above to URL officers who have received full JDA credit for tours of less than three years which were shortened through the COS takeout provision (two years). Equivalent in all respects to JS5 AQD.

o Joint Nominee AQDs

JS3 (JPME JSO nominee): An administrative AQD used by BUPERS. Assigned to officers who have completed full JPME and are serving in or have served in a JDA. Should not be confused with JS5 (JSO) who has been designated by SECDEF as a JSO based on education and/or experience.

JS4 (COS JSO nominee): Primarily an administrative AQD used by BUPERS. Assigned to URL officers

who have not completed full JPME and are serving or have served in a JDA.

o Joint tour AQDs

JS2: Assigned upon completion of a JDA (see JS6), either in a JDA after 1 January 1987 or a qualifying billet before 1 January 1987.

JS6 (joint equivalency waiver): Assigned for joint duty credit in an "in-service" billet prior to 1 October 1986. May count as joint credit for Flag rank through 1998. Officers promoted with a joint equivalency waiver require a JDA before O9.

JSF (JDA for Flag only): Assigned for completion of a pre-1987 JDA. Not valid for selection to JSO. Valid for promotion to Flag officer.

JSR (JDA required): Assigned to a graduate of the National War College or ICAF whose required JDA has been deferred until the second tour after graduation.

Flag Officer Joint Requirements

o All O7s must attend the Capstone course

o Promotion to O7 requires completion of a JDA

Note: If currently serving in an initial JDA as an O6, the requirement for the completion of a JDA can be waived by SECDEF if service started at least 180 days prior to the Flag selection board convening date (upon which selected), and total consecutive service in JDA is not less than two years.

o For O6s with no JDA, a Good of Service waiver from SECDEF is required (where first tour as a Flag must be a JDA)

Note: a waiver of the first tour JDA requirement is available until 1 January 1999.

o Professional exemption (officers who do not require a JDA for promotion to O7; are not tracked):

- JAG, Medical, Dental, Chaplain, Nurse, Medical Service

o Technical exemption (officers who do not require a JDA for promotion to O7; are tracked):

- AED/AMD, CEC, PAO, EDO, Oceanographer, Acquisition Professional (URL)

o Nuclear Power exemption (valid through 1996):

- can select to O7 without a JDA
- requires completion of a JDA prior to promotion to O8

JDAL on BUPERS Access

To view the complete listing of joint Navy billets on the Joint Duty Assignment List (JDAL) on BUPERS Access:

1. Login to BUPERS Access
2. Select (1) for Detailers
3. Select (1) for JDAL

Points of Contact. Joint information questions should be directed to PERS-45J. E-mail address is: p455@bupers.navy.mil

PERS-45J	CDR Brian Burlingame	(703) 693-2345	PERS-45J2	LT Mike Velasquez	(703) 614-2048
PERS-45J1	LCDR Alan Grace	(703) 693-0036	PERS-45J3	LTJG Sean Kelliher	(703) 693-2312

Selection Boards 101: The Basics

PERS-26: DSN 224-2725; commercial (703) 614-2725; fax (703) 614-9482
PERS-321: DSN 224-3105; commercial (703) 614-3105; fax (703) 614-3862
PERS-93 (reserves): DSN 288-8691; commercial (202) 433-8691; fax (202) 433-8713

One of the fundamental aspects of every officer's career is promotion and screening . . . yet, the selection board process seems to be one of the least understood.

Do you know how selection boards determine who gets promoted/screened? Do you know what records selection boards use to determine this? Do you know the differences between administrative and statutory boards?

If you answered no to any of these questions, then you are hurting your career. Knowledge is power – and if you want control over your career, then you need to fully understand the basics of the selection board process.

Statutory vs. Administrative

Statutory boards include promotion (including special and spot promotion), selective early retirement (SERB), and the various continuation boards. All other boards are administrative.

Statutory boards are governed by law, primarily Title 10 of the U.S. Code. Administrative boards are governed by instruction or policy.

Statutory boards are convened by SECNAV. Administrative boards are convened by the Chief of Naval Personnel (CNP) or his Deputy (DCNP) at BUPERS.

Statutory board results are approved by the President, SECDEF or SECNAV. Administrative boards are approved by CNP/DCNP.

Membership on statutory boards is set by statute and SECNAVINST 1401.3 (which is very specific as to designator mix and paygrade). Membership requirements for administrative boards are determined by the board sponsor.

The Precept

A precept is a document, signed by the convening authority and directed to the president of the board, giving general and specific guidance to the board regarding the criteria upon which their selections should be based. The precept is the only guidance for selection provided to a board.

Using the precept as guidance, the only other information allowed for consideration by a statutory board is an officer's official service record jacket:

- microfiche
- Performance Summary Record (PSR)
- any correspondence the officer submits to the board about his/her record

Administrative boards work the same except for those boards requiring an application package (i.e., the LDO/CWO Inservice Procurement, Federal Executive Fellowship (FEF), Test Pilot, Lateral Transfer/Redesignation, etc.) which is also reviewed by board members.

No information other than what is listed above is allowed to be discussed or presented before a board.

The mission of any board is to select those "best qualified" based on performance. Additional guidance in the precept addresses equality in the consideration of minority officers and consideration of historic preexisting restrictions on the assignability of women officers. Language is also directed at nontraditional career paths of officers with subspecialties to ensure the future needs of the Navy are met by officers with particular skills. Also singled out in the precept for consideration by the board are an officer's performance of duty in a joint billet and the unique career paths and needs of the Navy with respect to the Acquisition Professional (AP) community.

Administrative board precepts are standardized and mirror the language used in statutory boards. Precepts for administrative boards may also contain an additional section in which the board

sponsor provides specific guidance to the board, tailored for that particular board's function. This may include quotas or numbers to select, including alternates; additional program eligibility criteria; amplification of unique career paths; or other information deemed necessary by the board sponsor.

Administrative boards make selections which were once made by committees within BUPERS or by detailer action. The evolution of the administrative board process into its current formal nature ensures an extremely fair and impartial appraisal of officer records.

Administrative boards are pivotal to most officers at one or more points in their career. Prepare for an administrative board as diligently as you would for a promotion board. Review your microfiche, PSR, and Officer Data Card (ODC) for accuracy well in advance of the board. Your PSR is particularly crucial because it is used to present your record in the "tank." Only one or two board members review your microfiche. The entire board only sees your PSR. A briefing officer (who presents your record to the entire board) is immediately on the defensive if he/she must explain a poor first impression made by an inaccurate PSR. Also, ensure your photograph is current and in the correct uniform.

Are administrative boards important and can they affect your standing in a promotion board still three to four years away? Absolutely. Virtually all officers in all designators have career milestones they must meet to maintain upward mobility within their communities. Many of these career milestone opportunities are determined through administrative board action. You must succeed in the administrative board selection process to remain truly competitive for your next statutory board.

The following example illustrates the typical promotion (statutory) board process, although the administrative board process is virtually the same.

Convening The Board

Promotion boards are convened by SECNAV as authorized by statute. SECNAV provides (via ALNAV) the board schedule and promotion zones at least 30 days before the first scheduled convening date for selection boards of the next fiscal year. (See pages 17-18) for board dates. Although they are for FY97, board dates do not change much from year to year.)

Preparation

Preparation for a promotion board begins four months before its convening date. The initial list of eligible officers is compiled and modified as required. The eligible list is continually synchronized with an official automated database to ensure consideration of all candidates. The masterfile is queried six weeks prior to the board convening for FITREP continuity. Messages are sent for those missing. If you receive a message, be sure to send missing FITREPs to the requester—usually PERS-322, and not your detailer. One week before the board convening date, assistant recorders review the record of each candidate, transcribe late flowing data onto the PSR, and ensure fitness report continuity for at least the last five years.

Board members then arrive at BUPERS and convene the board. Board membership is secret until the board convenes. Members are specifically directed not to visit detailers prior to or during board deliberations. The process is designed to ensure a level playing field for all involved. As stated previously, board membership is carefully balanced to represent the demographics of all the candidates in the selection zones.

The precept is discussed and the board gets to work. The initial step is the individual record review. Again, each service record is made up of two parts:

- microfiche—contains your fitness reports, picture, personal awards, and other matters of official record.
- PSR—your career resume containing a summary of your microfiche.

The microfiche of each candidate is reviewed separately by assigned board members, whether in the promotion zone, above-zone, or below-zone. Each above-zone and in-zone record must be reviewed by at least two board members, one of whom will be responsible for briefing the officer's career to the rest of the board in the "tank." For records he/she will brief, each board member transcribes information (strengths and weaknesses) from the microfiche to the PSR (see pages 28-31).

In The "Tank"

After the records review phase, the board moves on to the next step, the selection phase. For this phase, most boards move into a room called the "tank" (a private, theater-like room where all the members discuss and vote on candidates). The annotated PSRs (see page 31) are projected onto large screens in the tank and each record is briefed by the board member who reviewed the candidate's microfiche. The board, using the precept as guidance, recommends (within the numbers authorized) those candidates it considers "best qualified" for selection.

After the briefing officer has discussed the candidate and all questions have been asked and answered, each member uses a "secret ballot" computer keypad located on the arm of their seats to vote a confidence level for the selection of the candidate. Each member can vote either 100% (the member is 100 percent sure the candidate should be selected), 75%, 50%, 25%, or 0% (the candidate should NOT be selected). After all the votes are cast, a computer in the tank combines them into an overall confidence rating, which is then displayed as a percentage on a monitor for all the board members to see.

The confidence rating of each candidate is recorded and then ranked after all the records have been reviewed. The board president then selects a number of the records from the top scorers to be "tentatively selected." The president will propose this selection as a motion to the entire board. The board will either vote on the motion or members will offer counterproposals. Whichever proposal is accepted, it is accepted by a **majority vote** of all the members. This same scenario is repeated when the board attempts to determine which number of the bottom scoring candidates should be "dropped from further contention."

All the candidates between the "selected" and "dropped" scores are then re-reviewed in the tank. Each candidate receives another confidence rating and the process starts over again. Several tank sessions are usually required before the board comes up with the number of candidates they feel are best qualified for promotion.

**THE ROUTE TO APPROVAL FOR LIEUTENANT TO CAPTAIN
STATUTORY PROMOTION SELECTION BOARD**

Releasing The Results

The board completes its deliberations and votes to confirm the tentative selections. The board then provides a select list to SECNAV, and it is subsequently approved by SECDEF. A select ALNAV message is then released (usually five to eight weeks after the board adjourns^F). Results will also be available on BUPERS Access. Under the normal promotion phasing plan, five percent of the O4/O5/O6 selectees will be promoted in each of the first eight months (40 percent), and 15 percent in each of the last four months (60 percent) of the fiscal year. For those officers selected to LCDR and above, Senate confirmation is required before promotion. **Frocking is unauthorized unless specified by separate NAVADMIN.**

At the end of every month, a NAVADMIN message announces the promotees for the first day of the following month. On that date, an officer whose name appears on the message is considered to have accepted the promotion unless it is specifically declined. However, the promotion document (NAVPERS 1421/7) is still required whether accepting or declining the promotion.

STEPS IN THE CHAIN	REVIEWING OFFICIAL ACTION
CNP	REVIEW BOARD RESULTS, RECOMMEND NOMINATION OR DEFERRAL* FOR INDIVIDUAL OFFICERS
OFFICE OF THE JUDGE ADVOCATE GENERAL	REVIEW BOARD REPORTS FOR LEGALITY OF PROCESS, REVIEW AND COMMENT ON ANY CASES OF SPECIAL INTEREST
VCNO/CNO	REVIEW BOARD REPORTS AND RECOMMENDATIONS MADE BY CNP, PROVIDE ADDITIONAL COMMENT/RECOMMENDATIONS IF APPROPRIATE
SECNAV	APPROVE AND FORWARD THE RECOMMENDATIONS FOR NOMINATION TO THE SECRETARY OF DEFENSE, DEFER* RECOMMENDATIONS FOR NOMINATION AS DEEMED APPROPRIATE
JOINT CHIEFS OF STAFF	REVIEW BOARD REPORT FOR COMPLIANCE WITH JOINT OFFICER MANAGEMENT STATUTES (LIEUTENANT COMMANDER AND ABOVE ONLY)
OSD	APPROVE BOARD RESULTS. THIS IS THE FINAL STEP FOR LIEUTENANT BOARDS. THE ALNAV ANNOUNCING SELECTION IS RELEASED AFTER OSD APPROVAL. FOR LIEUTENANT COMMANDER THROUGH CAPTAIN BOARDS, FORWARD RECOMMENDATION TO THE PRESIDENT TO NOMINATE OFFICERS FOR PROMOTION
PRESIDENT OF THE UNITED STATES	NOMINATE THE OFFICERS FOR SENATE CONFIRMATION
SENATE	CONFIRM THE NOMINATION OF OFFICERS TO EFFECT PROMOTION

* IF AN OFFICER'S NAME IS DEFERRED FROM THE NOMINATION PROCESS, HE/SHE WILL BE INFORMED OF THE ACTION AS SOON AS THE SELECTION LIST IS ANNOUNCED. THE OFFICER WILL BE AFFORDED AN OPPORTUNITY TO COMMENT ON THE CIRCUMSTANCES IN QUESTION BEFORE A FINAL DECISION REGARDING NOMINATION FOR PROMOTION IS REACHED.

Corresponding With The Board

Although the recorders check for current and complete fitness reports, you owe it to yourself to make sure the board has your complete and accurate record. Six months before a board for which you are eligible convenes, you should send a signed request for your microfiche and PSR from PERS-313D (fax: DSN 224-8882 or commercial (703) 614-8882). For errors or omissions to the cover page of your PSR, contact PERS-1031D1 at DSN 224-2213 or commercial (703) 614-2213. For fitness report corrections, contact PERS-322 at DSN 224-1196/2476 or commercial (703) 614-1196. â

^F Due to increased review of records for adverse information as directed by DOD Directive 1320.4, it can take up to an additional six weeks to release promotion messages. Refer to page 41 of Nov-Dec 96 issue of Perspective.

Documents you receive after you have reviewed your record (such as fitness reports, personal awards, etc.) should be copied and forwarded in a letter to the president of your selection board. Any corrections you have made to your record should also be addressed. A command endorsement of your letter to the president of the board is not necessary. Only those officers who are eligible before a selection board may correspond with the president. Any endorsement or letter written on your behalf must go via you or it will be returned to the originator. All correspondence must be received by the board convening date. All late correspondence will be returned.

If you have any questions about the promotion selection process, contact PERS-26 (Officer Promotions Division) at DSN 224-2725; commercial (703) 614-2725. Or you can call PERS-321 (Selection Board Support) at DSN 224-3105 or commercial (703) 614-3105. If you have any questions about reserve promotions or selections, contact PERS-93 at DSN 288-8691 or commercial (202) 433-8691.

Administrative Boards in Fiscal Year 1997

Board	Sponsor	Convenes	Adjourns
CRYPTO CDR COMMAND	PERS-4410	03 OCT 96	04 OCT 96
SUPPLY CORPS CDR AFLOAT	PERS-4412A	07 OCT 96	11 OCT 96
METOC CDR/CAPT COMMAND	PERS-449	07 OCT 96	09 OCT 96
SUB MAJOR COMMAND	PERS-42	08 OCT 96	09 OCT 96
TRANSFER/REDESIGNATION #1	PERS-251	15 OCT 96	01 NOV 96
EXECUTIVE TRAINING PROGRAM	PERS-604C	21 OCT 96	23 OCT 96
JSO #1	PERS-455	21 OCT 96	22 OCT 96
MAJOR AQUISITION CMD SLATE	PERS-446	23 OCT 96	25 OCT 96
SURFACE MAJOR COMMAND	PERS-41	28 OCT 96	08 NOV 96
RESERVE MAJOR CMD/TAR 06-CONT	PERS-4417	04 NOV 96	07 NOV 96
CMC #1	PERS-40FF	12 NOV 96	15 NOV 96
FEP/POLMIL/MOREAU	PERS-440B/C	18 NOV 96	22 NOV 96
OLMSTED SCHOLAR	PERS-604C	18 NOV 96	20 NOV 96
NJROTC (OFF/ENL)	CNET	13 NOV 96	17 NOV 96
FAO	OP N522	TBD	TBD
TAR O5 SERAD	PERS-4417	09 DEC 96	13 DEC 96
SURFACE CDR COMMAND	PERS-410	09 DEC 96	20 DEC 96
FLEET SUPPORT COMMAND	PERS-4419	16 DEC 96	20 DEC 96
CWO CONTINUATION	PERS-253	TBD	TBD
O4 CHC IRAD	PERS-4414E	06 JAN 97	10 JAN 97
SWO CMD SLATE	PERS-41	13 JAN 97	15 JAN 97
NURSE CORPS & TECH DUINS	PERS-4415	13 JAN 97	24 JAN 97
JAG/DJAG OF THE NAVY	SECNAV	16 JAN 97	17 JAN 97
TAR TRANSFER/REDESIGNATION	PERS-4417	27 JAN 97	31 JAN 97
ENL TO LDO/CWO INSERV	PERS-251	27 JAN 97	14 FEB 97
CWO TO LDO INSERV	PERS-251	27 JAN 97	14 FEB 97
PHD PROGRAM	PERS-440B/C	10 FEB 97	14 FEB 97
RESERVE ENL TO LDO/CWO INSERV	PERS-93	10 FEB 97	14 FEB 97
RESERVE CWO TO LDO INSERV	PERS-93	10 FEB 97	14 FEB 97
AQUISITION PROFESSIONAL #1	PERS-2MM	18 FEB 97	21 FEB 97
CHC P6 SCREEN	PERS-4414E	20 FEB 97	21 FEB 97
SUB DEPT HEAD	PERS-42B	25 FEB 97	27 FEB 97
TECH NURSE CWO FTOT	PERS-4415	12 MAR 97	14 MAR 97
LAW EDUCATION PROGRAM	PERS-604C	12 MAR 97	14 MAR 97
JAG TAP	PERS-4416	12 MAR 97	14 MAR 97
CEC O-6 MAJOR COMMAND	PERS-4413B	17 MAR 97	21 MAR 97
TEST PILOT #1	PERS-446B	18 MAR 97	20 MAR 97
FLEET SUPPORT XO	PERS-4419	24 MAR 97	28 MAR 97
SURFACE O4 CO/XO	PERS-411	31 MAR 97	11 APR 97
MSC INSERVICE PROC	PERS-251	31 MAR 97	11 APR 97
NASA ASTRONAUT	PERS-446B	01 APR 97	04 APR 97
CEC 05 COMMAND	PERS-4413B	07 APR 97	11 APR 97
JSO #2	PERS-455B	17 APR 97	18 APR 97
LDO CONTINUATION	PERS-253	24 APR 97	25 APR 97
TRANSFER/REDESIGNATION #2	PERS-251	28 APR 97	16 MAY 97
SURFACE DEPT HEAD	PERS-412	28 APR 97	02 MAY 97
SUB CO/XO	PERS-42B	05 MAY 97	09 MAY 97
MEDICAL ENLISTED COMM. PROG.	PERS-251	19 MAY 97	23 MAY 97
NJROTC (OFF/ENL)	CNET	27 MAY 97	31 MAY 97
TAR AVIATION OIC	PERS-4417	28 MAY 97	30 MAY 97

CMC #2	PERS 40FF	29 MAY 97	30 MAY 97
R. L. MAJ AQU CMD	PERS-446	19 JUN 97	20 JUN 97
AVIATION MAJOR COMMAND	PERS-43	23 JUN 97	27 JUN 97
TAR TRANSFER/REDESIGNATION	PERS-4417	30 JUN 97	03 JUL 97
DENTAL CORPS DUINS	PERS-4415A	07 JUL 97	11 JUL 97
INTEL CDR SEA	PERS-4411	14 JUL 97	18 JUL 97
TEST PILOT #2	PERS-446B	22 JUL 97	24 JUL 97
MAJOR AIMD	PERS-446C	23 JUL 97	25 JUL 97
RESERVE AVIATION CDR COMMAND	PERS-4417	28 JUL 97	01 AUG 97
O4 CONTINUATION	PERS-253	29 JUL 97	01 AUG 97
AVIATION COMMAND	PERS-431	04 AUG 97	15 AUG 97
VADM STOCKDALE AWARD	PERS-211L	07 AUG 97	08 AUG 97
JAG PG	PERS-4416C	11 AUG 97	13 AUG 97
SUPPLY CORPS NPGS	PERS-4412Q	12 AUG 97	15 AUG 97
ACQUISITION PROFESSIONAL #2	PERS-2MM	25 AUG 97	29 AUG 97
AVIATION DEPT HEAD	PERS-433A	26 AUG 97	30 AUG 97
SEAMAN TO ADMIRAL PROGRAM	PERS-251	08 SEP 97	26 SEP 97
MEDICAL SERVICE CORPS DUINS	PERS-4415	15 SEP 97	19 SEP 97
AVIATION DEPT HEAD	PERS-433B	22 SEP 97	26 SEP 97
JAG TAP	PERS-4416	22 SEP 97	26 SEP 97
MEDICAL CORPS CO/XO	PERS-4415	22 SEP 97	26 SEP 97
O3 DENTAL CORPS CONTINUATION	PERS-253	23 SEP 97	24 SEP 97

Statutory Boards in Fiscal Year 1997

ACTIVE CWO3/4	PERS-26M	01 OCT 96	11 OCT 96
ACTIVE O8 LINE	PERS-P26L	18 OCT 96	22 OCT 96
ACTIVE O8 STAFF	PERS-27M	18 OCT 96	22 OCT 96
RESERVE O8 STAFF	PERS-93	18 OCT 96	22 OCT 96
RESERVE O7 NC	PERS-93	18 NOV 96	18 NOV 96
RESERVE O8 LINE	PERS-93	13 DEC 96	13 DEC 96
O4/O5 RL SERB	PERS-27	27 NOV 96	01 DEC 96
O6 SUPPLY CORPS SERB	PERS-27	02 DEC 96	06 DEC 96
O5 SUPPLY CORPS SERB	PERS-27	02 DEC 96	06 DEC 96
O5 LDO STAFF SERB	PERS-27	05 DEC 96	06 DEC 96
O4 STAFF SERB	PERS-27	06 DEC 96	07 DEC 96
O6 CHC SERB	PERS-27	09 DEC 96	11 DEC 96
O5 CHC SERB	PERS-27	09 DEC 96	11 DEC 96
O5 TAR SERAD	PERS-4417	09 DEC 96	13 DEC 96
CWO3/4 SERB	PERS-27	09 DEC 96	13 DEC 96
ACTIVE O7 CEC	PERS-26M	06 JAN 97	08 JAN 97
ACTIVE O6 LINE	PERS-26L	14 JAN 97	24 JAN 97
RESERVE O6 LINE	PERS-93	21 JAN 97	31 JAN 97
ACTIVE O6 STAFF	PERS-26M	03 FEB 97	14 FEB 97
ACTIVE O8 INTEL	PERS-26M	19 FEB 97	20 FEB 97
ACTIVE O3 STAFF JAG/CHC	PERS-26M	20 FEB 97	21 FEB 97
ACTIVE O7 LINE	PERS-26L	24 FEB 97	28 FEB 97
RESERVE O7 LINE	PERS-93	24 FEB 97	28 FEB 97
ACTIVE O7 STAFF	PERS-26M	03 MAR 97	07 MAR 97
RESERVE O7 STAFF	PERS-93	06 MAR 97	07 MAR 97
ACTIVE O5 LINE	PERS-26L	11 MAR 97	28 MAR 97
ACTIVE O5 STAFF	PERS-26M	14 APR 97	25 APR 97
RESERVE O5 LINE	PERS-93	21 APR 97	02 MAY 97
ACTIVE O4 LINE	PERS-26L	06 MAY 97	23 MAY 97
RESERVE O5 STAFF	PERS-93	12 MAY 97	23 MAY 97
RESERVE O6 STAFF	PERS-93	12 MAY 97	23 MAY 97
ACTIVE O4 STAFF	PERS-26M	09 JUN 97	20 JUN 97
RESERVE O4 MEDICAL CORPS	PERS-93	09 JUN 97	13 JUN 97
RESERVE O4 LINE	PERS-93	16 JUN 97	27 JUN 97
ACTIVE O3 LINE	PERS-26L	21 JUL 97	01 AUG 97
RESERVE O3 LINE	PERS-93	04 AUG 97	15 AUG 97
ACTIVE O3 STAFF	PERS-26M	11 AUG 97	22 AUG 97
RESERVE CWO4	PERS-93	25 AUG 97	29 AUG 97
RESERVE CWO3	PERS-93	25 AUG 97	29 AUG 97
RESERVE O4 STAFF	PERS-93	08 SEP 97	18 SEP 97
RESERVE O3 STAFF	PERS-93	08 SEP 97	19 SEP 97

Special Board Procedures

Sometimes when an officer fails to select for promotion, he/she feels an injustice has occurred and immediately requests a Special Board. However, failure of selection (FOS) for promotion is not in itself grounds for requesting a Special Board. The following describes what constitutes grounds for a Special Board, the administrative routine to expect, and what can make or break the effectiveness of a request.

Statute and SECNAVINST 1401.1A state only one reason when a Special Board must be granted:

- SECNAV (or his respective designee) determines that an eligible officer was not considered by a regularly scheduled promotion selection board because of administrative error (board miss).

SECNAV may grant a Special Board for an officer who was considered but not chosen by a selection board when SECNAV determines that the action of the board was contrary to law; involved material error of fact, or material administrative error; or that the board did not have certain material information before it for consideration. Additionally, Special Board procedures apply to active duty officers only.

Officers are required to exercise reasonable diligence to discover and correct any error or omission in their official record prior to the convening date of the selection board. If they have not, they should not expect approval of Special Board requests.

The Process Begins at PERS-26

Administrative processing of a Special Board request begins at BUPERS in the Officer Promotions, Appointments, and Enlisted Advancements Division (PERS-26). The Special Board coordinator researches the case using pertinent records retained by BUPERS, in addition to the materials and information provided by the aggrieved officer when submitting the request. A recommendation is then formulated and submitted to PERS-06 (BUPERS legal counsel) for legal scrutiny. This recommendation becomes the basis for the CNP's recommendation to SECNAV.

CNP reviews the entire case, makes a recommendation and forwards the completed package with the officer's request and any pertinent material facts to SECNAV via the Office of the Judge Advocate General (OJAG).

OJAG researches the legality of the case and forwards it to SECNAV for final determination. Officer promotion boards are regulated by federal statute. These circumstances mandate meticulous attention to legal detail in all matters pertaining to officer promotions. Normal processing time is four months from the date of receipt of the member's request in PERS-26 to the release of SECNAV's decision. If the request is approved, the next major administrative step is the Special Board itself.

Special Boards are convened when necessary based on demand. Due to cost, scheduling and other needs-of-the-Navy considerations, it is practical to convene a Special Board only when there are several approved requests. Special Boards are scheduled quarterly unless demand necessitates more frequent scheduling.

An officer whose request is denied is immediately notified by personal letter from PERS-26. An officer whose request is approved is notified via message at least 30 days before the convening date of the Special Board.

The process for setting up and administering a Special Board is the same as for a regular selection board. Special Board recommendations go through the same approval chain as do those of regular boards. However, Special Board results usually take longer to be released than normal promotion boards.

Check Your Record

The responsibility for ensuring the accuracy of your record lies with you. You should periodically review and update your microfiche, PSR, and ODC to ensure completeness and accuracy. Once a board has met, it is too late to correct your record for that board.

Missing photographs, personal awards, or designation letters are not normally considered material to a board's deliberations. Missing regular fitness reports (greater than 60 days) may be grounds for a Special Board if the officer has made every effort possible to update the record.

To maximize your chances for promotion, make sure you have done all you reasonably can to correct errors in your record. If not selected, review SECNAVINST 1401.1A and any regulation that pertains to the reason for your request before initiating action to BUPERS. Ask questions of your detailer, legal officer, or chain of command. Detailers are also required to provide FOS counseling. If you still have questions about whether or not your case may require a Special Board, contact PERS-26 at DSN 224-2725 or commercial (703) 614-2725.

Record Preparation

By The Selection Board . . .

Record preparation at BUPERS is the most critical function performed prior to a successful selection board. A board recorder and approximately 14 assistant recorders and projectionists arrive the week prior to the convening date of the board to conduct record inventories and continuity checks of the records of all officers eligible before the board. For board purposes, an officer's official record jacket consists of:

- microfiche 1, 2, and 5 (and fiche 4 for reserve boards)
- Performance Summary Record (PSR)
- any correspondence the officer submits to the board about his/her record

The first order of business for the assistant recorders/projectionists is to conduct a full inventory of all the records assembled for the board. This ensures that the record of every officer who is listed on the certified eligibility list is present.

Once this is completed, the records are handed out to the assistant recorders and projectionists for continuity checks. Each of these record checkers starts by conducting a record jacket inventory, verifying that the proper number of PSR and microfiche pages are included. Updated microfiche containing added or late-flowing material are interfiled in the record. If any hard copy information has been received, it will be filed in the record jacket. This may include (but is not limited to) copies of fitness reports, award certificates, designation letters, education completion certificates and full-length photos.

The microfiche record is first reviewed to ensure that the personal awards section matches the awards section of the PSR. Then, both the microfiche and PSR are examined to ensure that all regular fitness reports for the last five years are present. If a fitness report is missing from the PSR, but is contained on the microfiche record, the assistant recorder will hand write that report's grades on the PSR.

If the fitness report is also missing from the microfiche, a missing FITREP chit is initiated. PERS-322 (Performance Evaluation Branch) will make all efforts to obtain a copy of that report. PERS-322 personnel immediately determine if the missing report is in-house. If it has not been received, PERS-322 will phone or send a message to the command at a

. . . and by YOU

In almost every issue of *Perspective*, you see stories about "lessons learned" from selection boards. The number one "lesson learned" is always that those who don't maintain and update their records do not get selected as readily as those who do.

It is never too early to be looking at your record for the next board. It is recommended that everyone order their microfiche, PSR, and Officer Data Card (ODC) at least six months prior to a board—that way you can see what is missing/incorrect and fix the problem before the board convenes.

The following categories are just some of the common problems found in many officers' records:

- **Picture:** The requirement to submit a photograph within one year of a promotion board has been cancelled. The requirement for photographs is now **"within three months after acceptance of each promotion."**

Photographs are submitted on NAVPERS 1070/10 and sent to:

Bureau of Naval Personnel (PERS-313C1).
2 Navy Annex
Washington DC, 20370-3130.

- **Medals:** The Board of Decorations and Medals (BDM) is the official records keeper for all medals. BUPERS, however, is responsible for entering citations on the microfiche. The administrative requirements for properly entering awards in an officer's record are detailed in the Awards Manual, SECNAVINST 1650.1F paragraph 223.4.

If an award is missing from your PSR, send a copy of the signed citation to the BDM (after printing or typing your SSN in the upper right hand corner) and they will ensure it is entered on the PSR:

Navy Department Board of Decorations & Medals
2000 Navy Pentagon
Washington, DC 20350-2000.

If an award is missing from the microfiche, again ensure your SSN is in the upper right hand corner and send the citation to PERS-313C1. Faxed citations are not acceptable for inclusion on the microfiche. Remember that only personal awards (NAM's, NCM's, etc.) are part of your official record. Items such as letters of commendation or appreciation, MUC's, etc., are not part of your official record (but they can be a

(By the Selection Board cont.)

which the officer performed the duty, or to the officer

concerned, asking for the report or a copy. The report should be provided immediately via message or fax to PERS-322 with a follow-up signed copy, suitable for microfilming, provided via the next mailing.

The recorders only track the continuity between regular fitness reports. The accuracy of the remaining portions of the record is the responsibility of the individual officer and should have been reviewed prior to the board.

The final task is to file any letters to the board. This is done with great care. The front page of the PSR is stamped with the phrase "LETTER TO THE BOARD" and the letter (with any enclosures) is placed in the jacket. Once this is completed, the records are then readied for distribution to the board members. As late fitness reports arrive, they will be placed in the record jackets and recorded on the PSR.

(... and by you cont.)

sent in a letter to the board if you desire to have them included in the board deliberations).

• **Fitness reports:** The ideal situation of course is to have complete continuity from the day you were commissioned through your last fitness report, with no gaps or overlaps. In general, BUPERS considers a gap of greater than 90 days to be significant (only regular fitness reports are checked for continuity). If you are missing a fitness report from your microfiche or PSR send a copy to:

Bureau of Naval Personnel (PERS-322)
2 Navy Annex
Washington DC, 20370-3220

For administrative errors in your fitness reports, refer to the new FITREP/EVAL manual (BUPERSINST 1610.10).

If you have any questions about fitness reports, call PERS-322 at DSN 224-1196/2476 or commercial (703) 614-1196/2476.

• **Education:** Missing transcripts should be sent to:

Bureau of Naval Personnel (PERS-1031D1)
2 Navy Annex
Washington DC, 20370-1031

PERS-1031D1 will ensure your transcripts are entered on the ODC, which will then be entered on the cover page of your PSR. PERS-1031D1 will also normally forward the transcripts to PERS-313D for inclusion on the microfiche, so no further action should be necessary. If your transcript is missing from your microfiche but shows up on your ODC and PSR, you can send a copy to PERS-313D.

In summary, YOU are responsible for your own record. Your detailer and other divisions in BUPERS will assist you to ensure your record is complete and accurate. But ultimately, you must ensure that a selection board has all the right information about you.

Again, order your official records at least six months prior to the board you are eligible for. Use the previous addresses given or the following BUPERS codes and phone numbers to order:

• **Microfiche:** Order your microfiche from PERS-313. You cannot order by phone or by e-mail because your signature is required. Fax ordering can be done at DSN 224-8882 or commercial (703) 614-8882. For questions, call PERS-313D at DSN 224-3654 or commercial (703) 614-3654.

• **ODC:** Your ODC is sent to you automatically every year (see page 22 for dates). If you have not received it, call PERS-1031D1 at DSN 224-2213 or commercial (703) 614-2213. Or you can fax your request at DSN 224-5021 or commercial (703) 614-5021.

• **PSR:** Order your PSR from PERS-313. You cannot order by phone. Fax ordering can be done at DSN 224-8882 or commercial (703) 614-8882. r



Start With Your Microfiche

PERS-313D: DSN 224-3654; commercial (703) 614-3654; fax (703) 614-8882

Your Microfiche Record

BUPERS maintains a microfiche personnel record for every Navy active duty member and reservist. This record is maintained at BUPERS for approximately one year after the member is discharged or retires from the Navy. The record is then retired to the National Personnel Records Center (NPRC) in St. Louis.

Documents submitted for filing in the microfiche record are retained or deleted according to the guidelines in BUPERSINST 1070.27. Photographs are submitted following MILPERSMAN 5050140 (change 14).

An officer's personnel record is a compilation of up to five separate microfiche designated fiche 1 through fiche 5, but not everyone has a fiche 5. Officers who are prior enlisted have an additional record consisting of fiche 1E through 3E. Each fiche has the name, SSN, and fiche number at the top. Each fiche has seven rows of images, A through G, and 14 columns.

Do not assume that BUPERS will review all records and notify members of missing documents. You should order a copy of your microfiche record at least six months before any selection board for which you are eligible. You can review your record in the records review room (room 3036) at the Navy Annex, or you can request a copy by mail or fax. NAVPERS 1070/879 is the official form used to order a copy of your microfiche record. Ensure you include a correct return address, telephone number, name, rank, SSN, and signature. You **cannot** order microfiche by phone or e-mail because your signature is required.

When reviewing your record, remember that active duty promotion boards screen fiche 1, 2, and 5 while reserve boards screen fiche 1,2, 4, and 5. Selection board records are pulled 1 to 3 months before the convene date.

Officer Records, Fiche by Fiche

Fiche 1: Photo, five rows of fitness reports, and 2 rows of awards. If there are additional FITREPs or awards they are contained on trailer fiches (T1, T2, etc.). Letters of commendation will not be retained in the microfiche record. They should be noted in fitness reports. However, copies of these letters may be sent to selection boards as part of a letter to the board.

Fiche 2: Education (transcripts, diplomas, military correspondence courses); qualifications (designator qualifications; not command qualifications such as OOD, CDO, etc., which should be noted in fitness reports); appointments and promotions; reserve status (USNR appointment, reserve officer performance record); service determination (statements of service, DD-214s, separation letters); miscellaneous professional history.

Fiche 3: Security/personal history; record of emergency data; record changes (SSN/name changes); personal background data (home of record, casualty data); miscellaneous personal data (medical forms, physicals, SGLI beneficiary form).

123-45-6789	1
JONES JOHN P	
A	PHOTO AND FITNESS REPORTS
B	
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D	
E	
F	COMMENDATORY DATA, MEDALS, AWARDS, CITATIONS

Fiche 4: Orders (new appointment, first duty, inactive duty, active duty for training, recall to active duty, separation).

Fiche 5: Privileged information (medical board cover letters, POW data, adverse data - NJP letters, administrative/punitive letters, detachment for cause).

Use NAVPERS form 1070/879 to order by mail or fax. Telephone requests are not accepted. If you have any questions, please call:

Microfiche Records ControlDSN 224-3654/(703) 614-3654
Microfiche / PSR orders (fax).....DSN 224-8882/ (703) 614-8882
Officer Fitness Reports.....DSN 224-1132/(703) 614-1132

Mailing address for sending documents or placing orders: Bureau of Naval Personnel (PERS-313C1), 2 Navy Annex, Washington, DC 20370-3130. r

The Officer Data Card (ODC)

PERS-1031D1: DSN 224-5188; commercial (703) 614-5188; fax (703) 614-5021

Professional Information About You

The Officer Data Card (ODC) is produced from the active duty naval officer automated record at BUPERS. The ODC provides up-to-date information in an easy-to-use format which detailers and placement officers use in the distribution process. Additionally, the ODC is used to provide information for the cover sheet of the Performance Summary Record (PSR).

Every officer should review their ODC, make any corrections and return it to PERS-1031D1 (or to the appropriate office code indicated in the blocks below). If corrections are not required, the ODC should be placed in the individual's service record at their command with a signed notation by the officer that it has been verified as correct. For a more complete explanation of ODCs, consult NAVPERS 15839I, Volume II.

The ODC (shown below) which used to be on a long, green card is now printed on white paper. An ODC is forwarded every year to officers in a "duty" status according to grade as follows:

Grade	Month Forwarded
LT	January
ENS, CWO, Flag	April
LCDR, CDR	July
LTJG, CAPT	October

BUPERS Changes

The following items require substantiating documents before BUPERS will change the information on its database. The information in parentheses is the office code to which you should forward the documentation, with its DSN and commercial phone number. When you have a change on one of the following blocks, circle the item in red and indicate the corrections on the back of the ODC. Note the required documents and attach "certified true" copies (not originals) to the ODC before mailing it in.

- **Block 52 (service schools):** A diploma or certificate is required. Include the course title, course identification number (CIN), date, school location and course duration. (PERS-1031D1, DSN 224-5188, commercial (703) 614-5188)
- **Blocks 54-61 (formal education):** Academic transcripts are required. See NAVPERS 15839I Appendix D, Vol II. (PERS-1031D1, DSN 224-5188, commercial (703) 614-5188)
- **Blocks 62-65 (language):** See NAVPERS 15839I, Appendix A, Vol II. A copy of the language proficiency questionnaire, DA form 330, should be included if a test has been completed. (PERS-1031D1, DSN 224-5188, commercial (703) 614-5188)
- **Blocks 66-68 (subspecialty):** See OPNAVINST 1000.16 (series) and NAVPERS 15839I, Part E, Vol I. (PERS-440, DSN 224-3321, commercial (703) 614-3321)

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- **Block 72 (AQDs):** Certification by competent authority. Direct inquiries to the appropriate assignment desk (detailee).
- **Block 91 (past duty):** Temporary duty, temporary additional duty, and duty under instruction billets will not appear on the ODC. Fitness reports, letters of appointment, etc., are required for other changes. (PERS-1031D1, DSN 224-5188, commercial (703) 614-5188)
- **Block 74 (collateral duty):** No longer coded on the ODC.

Non-BUPERS Changes

The items listed below cannot be changed by BUPERS. Before reading how to change individual items, keep the following two points in mind:

- + Changes to blocks 25 and 47 can be made only as indicated.
- + Changes to the remaining items should be directed to the PASS Liaison Representative at your command.

- **Block 25 (dependents):** Report corrections by separate correspondence with a copy of the dependency application record of emergency data (NP 1070/602) to the Navy Finance Center, following the instructions contained in paragraph 90434 of the PAYPERSMAN (NAVSO P-3050).

- **Block 47 (academic profile code):** Address inquiries to the Superintendent, Naval Postgraduate School (Code 0145), Monterey CA, 93940.

- **Block 73 (primary duty):** Corrections to this item must be made by an officer personnel diary entry with the correct BSC as shown in the officer distribution report (ODCR), which is based on the OPNAV 1000/2. Changes to the billet titles and/or NOBCs shown on the ODCR and/or ODC, generated by the manpower authorization, must be submitted to the Chief of Naval Operations per OPNAVINST 1000.16 (series).

- **Block 98 (unit identification code):** Must be changed on the command's officer personnel diary. See PAYPERSMAN, part 9, chapter 6. Direct inquiries to PERS-1031D21, DSN 224-3870/2605, commercial (703) 614-3870/2605.

- **Block 92-93 (security):** Must be changed by DONCAF. If security clearance is incorrect, submit OPNAV 5510/413 to DONCAF, Washington Navy Yard, Washington DC, 20388-5029, with copy of OPNAV 5520\20. A code of "4" (administratively withdrawn) for "clearance" is automatically generated when the member transfers. It does not signify derogatory revocation of security clearance. When a "4" appears and a security clearance is required, follow the above procedure and request a final security clearance. (PERS-811, DSN 224-5142, commercial (703) 614-5142)

- **Block 99 (billet sequence code):** BSC must be changed locally on the officer personnel diary of the command. Follow PAYPERSMAN, part 9, chapter 6. Direct inquiries to PERS-1031D21, DSN 224-3870/2605, commercial (703) 614-3870/2605.

- **Block 75-77 (present duty):** Must be changed on the activity's officer personnel diary. See PAYPERSMAN, part 9, chapter 6.

- **Block 78 (type of assignment, or TA):** Direct inquiries to the command PASS Liaison Officer.

- **Blocks 82-84 (billet information):** If BSC is in error, correct block 99 only; items 82-84 will adjust automatically. To update this data without altering the BSC, see OPNAVINST 1000.16 (series).

Please use the correct address when mailing information to update your ODC:

Bureau of Naval Personnel (PERS-1031D1)
2 Navy Annex
Washington DC 20370-1030

Our fax number is DSN 224-5021; commercial (703) 614-5021. For questions call PERS-1031D1 (Officer Qualifications) at DSN 224-5188; commercial (703) 614-5188. r

DOPMA Grade Relief Increases Promotion Selections

By now, many of you may have heard of the success of one of the PERS-2 long-term projects to assist the officer corps called DOPMA Grade Relief (RADM Maslowski's introduction on page 1 of the July/August 96 issue of *Perspective* discussed some of the aspects of this change). Permanent DOPMA Grade relief was enacted as part of the FY97 Defense Authorization Act and higher numbers of field grade officer (LCDR-CAPT) promotions in the URL and Nurse Corps are planned for the FY98 promotions boards this spring as a result. For some eligible officers, this means an earlier in-zone look for Captain, Commander, and Lieutenant Commander than we predicted last year, and better promotion timing for all URL and NC officers for the foreseeable future.

For example, last year we predicted it would take 12 years to be promoted to LCDR by the year 2000. However due to the incorporation of Grade Relief, URL LCDR timing is expected to be at 10 years and 10 months in 2000, a 14 month improvement. Average timing for FY98 in-zone selectees is predicted to be 10 years, 5

months. Similar improvements are expected in CDR and CAPT timing. The relief also allows us to increase URL CAPT opportunity to 60% for FY98 to allow the board more latitude to select officers above and below zone, providing they are best qualified, without impacting in-zone selection rates. Opportunity will remain at the historic 70% level for CDR and at 70% for LCDR.

For fleet manning, the change does not mean we can have more officers on active duty, it just means that we can have a slightly more senior force to meet changing manpower requirements. For our future Navy, the change should allow us to retain more of our best officers who might have left us rather than wait 12 years for promotion to LCDR. It will also allow us to move URL LCDR opportunity toward 80% by 2001, 3 years sooner than anticipated.

After 17 years of effort, Navy was finally able to
(continued on page 41)

Lateral Transfer/Redesignation Statistics

For those of you who consider augmenting to the regular Navy (transfer) or converting to another designator (redesignation), you have two opportunities every year to do so. The Lateral Transfer and Redesignation Board meets twice a year in April and October. Applications for transfer to the regular Navy should be submitted in accordance with MILPERSMAN 1020120 (*those active duty officers with reserve commissions who wish to pursue an active duty career must transfer to the Regular Navy/the exception being those considering TAR opportunities*). Applications for Redesignation should be submitted in accordance with MILPERSMAN 1020150. Applications must be received by PERS-251 75 days prior to board convening date.

Selection board results from the October 1996 Lateral Transfer/Redesignation Board are as follows (*does not include administrative redesignation for ED and Oceanography Option officers*):

Designator	Considered	Selected	% Selected
Overall Transfer to Regular Navy (Augmentation)	435	316	73%
Overall Redesignation	530	153	29%
Engineering Duty (146X) Redesignation	75	29	39%
Aeronautical Engineering Duty (1510) (Aeronautical Engineering) Redesignation	102	16	16%
Aeronautical Engineering Duty (1520) (Aviation Maintenance) Redesignation	8	4	50%
Intelligence (161X) Redesignation	31	10	32%
Cryptology (163X) Redesignation	44	7	16%
Public Affairs (165X) Redesignation	23	5	22%
Fleet Support (170X) Redesignation	192	62	32%
Oceanography (1800) Redesignation	5	1	20%
Supply Corps (3100) Redesignation	9	3	33%
CEC (5100) Redesignation	35	12	34%

FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) JONES, JOHN P				2. Grade/Rate LT		3. Desig 1110		4. SSN 123-45-6789			
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 12345		7. Ship/Station COMDESRON 66			8. Promotion Status REGULAR		9. Date Reported 95OCT03		
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: 95OCT03 15. To: 96JAN31								
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness P/WS			21. Billet Subcategory (if any) NA				
22. Reporting Senior (Last, FI MI) JAMES, D L			23. Grade CAPT		24. Desig 1110		25. Title COMMODORE		26. UIC 12345		
							27. SSN 987-65-4321				
28. Command employment and command achievements. Readiness support for eight FFG-7 class frigates and four DDG-963 class destroyers. Staff received COMNAVSURFLANT Letter of Commendation for outstanding response during OPERATION PROVIDE PROMISE.											
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) OPS OFFICER Operations Officer-4. Responsible for all staff functions, direction 1 officer and 6 enlisted. COLL: Executive Steering Committee-4. WATCH: CDO-4.											
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.				30. Date Counseled NOT REQ		31. Counselor			32. Signature of Individual Counseled		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.											
PERFORMANCE TRAITS		1.0* Below Standards		2.0 Pro- gressing		3.0 Meets Standards		4.0 Above Standards		5.0* Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		- - -		- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.		- - -		- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.	
		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>	
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>		- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by disregarding rights of others.		- - -		- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.		- - -		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.	
		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values NOB <input type="checkbox"/>		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT		- - -		- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		- - -		- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>		- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.		- - -		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		- - -		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>	
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>		- Lacks initiative. - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.		- - -		- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state or readiness. - Always gets the job done.		- - -		- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.	
		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	

NAVPERS 1610/2 (7-95)

FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) JONES, JOHN P				2. Grade/Rate LT		3. Desig 1110		4. SSN 123-45-6789	
PERFORMANCE TRAITS		1.0* Below Standards		2.0 Pro- gressing		3.0 Meets Standards		4.0 Above Standards	
		5.0 Greatly Exceeds Standards							
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.		<ul style="list-style-type: none"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 		NOB <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic adn tactical employment of weapons systems.		<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to other of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		NOB <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						XO AFLOAT		WAR COLLEGE	
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case. Exceptionally creative and innovative officer. A real problem solver. Success in filling mission-critical manning deficiencies enabled six ships to deploy in highest state of personnel readiness. Also obtained \$206,000 in approved CNET funding for Learning Resource Centers in all squadron ships and assisted COMNAVBASE in obtaining similar funding ashore. Flawlessly coordinated numerous VIP and flag officer visits. Completed Joint Professional Military Education (Phase I) through the Naval War College Continuing Education seminar program. Overall, an officer with very strong capabilities, high professional standards, can-do attitude, and the desire and ability to excel.									
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address		
42. INDIVIDUAL					X		COMMANDER, DESTROYER SQUADRON 66		
43. SUMMARY		0	0	5	3	2	FPO AA 34567-9876		
45. Signature of Reporting Senior					46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement."				
DL James Date: 96 Jan 31					I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input checked="" type="checkbox"/>				
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report									
Date:									

NAVPERS 1610/2 (7-95)

PSR: Your Selection Board Resume

Now that you understand how the selection board process works, the following information will demonstrate how boards use the Performance Summary Record (PSR) to make their selections. In our example, LT Jones is an eligible in-zone candidate for the O4 Line Promotion Board (as listed in the promotion zone ALNAV). Using the data already shown (microfiche, Officer Data Card (ODC), fitness report), the following PSR examples show how this information is tied together for the board's use.

The Performance Summary Record (PSR) is an administrative tool to reduce a selection board's work load. The PSR summarizes an officer's professional and performance history—in essence, it is an officer's resume to the selection board.

The PSR consists of the cover page (page 30) and pages to document old and new system fitness reports. The old fitness reports are documented by the "old" performance summary record format (page 31).

Since LT Jones checked his microfiche, PSR, and ODC six months prior to the O4 Board, he saw that several items were missing from his record. One of them was his latest fitness report (pages 26-27). After LT Jones sent in a copy of the FITREP to PERS-322, this PSR entry was made into his official record:

The PSR Cover Page

When a board reads a PSR, it starts with the cover page. The handwritten marks in our example (page 30) were put there by the LT Jones' briefer—the board member who scanned LT Jones' microfiche. These remarks amplify LT Jones' career to the other board members when they are in the tank.

Apart from the standard information (name, SSN, birth date, etc.) at the top, the biggest eye-catcher is the primary letter grade assigned to the record ("B++"). That represents the briefer's view of how LT Jones' record compares with others he/she has seen. The other board members make their own determination of how LT Jones' record compares.

PSR entry for LT John P. Jones

PG	Station	Duty	Dates	MOS	Reporting Senior			Traits					Average		Promotion					RPT
					Name	PG	Title	1	2	3	4	5	R/S	CUM	SP	PR	P	MP	EP	
O3	CDS 66	OPS OFF	100395 013196	04	JAMES D L	O6	COM			5	2		3.29 3.20	3.19	0	0	5	X 3	2	RG
O3	CDS 66	OPS OFF	020196 043096	03	JAMES D L	O6	COM			4	3		3.43 3.32	3.24	0	0	5	X 3	2	RG

↑ paygrade

↑ duty station

↑ assignment

↑ dates of report

↑ months encompassed in report

↑ name, paygrade, title of senior

↑ trait grades

↑ individual trait average

↑ summary group trait average

↑ reporting senior trait average

↑ (X) individual promotion recommendation

↑ summary group information

↑ type of report

On the first entry (boldface) in this example, LT ("O3") Jones, attached to COMDESRON 66 ("CDS66"), received a fitness report starting on 03 October 1995 ("100395") and ending on 31 January 1996 ("013196"), covering a four ("04") month period. His reporting senior was CAPT James ("James D L O6"), who was the Commander ("COM"). For trait grades, he received "5" three grades and "2" four grades. His individual trait average was 3.29 and the reporting senior's trait average for this summary group was 3.20. He was in a summary group consisting of 10 individuals (add 5, 3, and 2 reflected in the summary line of the promotion recommendation column.) **The reporting senior's cumulative average for all LTs (Active and Reserve, Line and Staff) that he had evaluated up until the report was accepted to the mainframe was 3.19.** LT Jones was assigned a promotion recommendation of "Must Promote" ("X") along with three others in the summary group. Three individuals in the summary group were assigned the "Must Promote" and two were assigned the "Early Promote" promotion recommendation. The report was a Regular ("RG") report which maintained his record continuity.

The briefer circled the master's degree entry (believing it merits special attention because LT Jones earned it while he was on shore duty at BUPERS after regular duty hours) and the EOOW qualification (because he earned it during his OPS department head tour on USS Fletcher). The briefer also notes the Navy Achievement Medal LT Jones earned in the middle of his tour on USS Halsey. The pre-board record checkers have corrected the number of Navy Commendation Medals to three, thanks to LT Jones sending in a copy of his latest award.

The lower right-hand corner of the cover page contains the briefer's summary of LT Jones' tours so far, based on both sides of all of his fitness reports. The "LETTER TO THE BOARD" stamp was put on because LT Jones checked his microfiche and PSR and saw that several documents were missing. LT Jones mailed a copy of his latest fitness report from his new command at CDS 66 (pages 26-27) and his last FITREP from USS Fletcher (which is annotated at the bottom of the PSR on page 30). LT Jones also sent his recent end-of-tour NCM from USS Fletcher. The briefer's recommendation to the board of LT Jones is at the bottom . . . a very favorable one.

A Look at "old system" FITREPs in the PSR

Page 1 of 1 of the PSR proper (page 30) may seem cryptic, but it tells board members a lot about fitness report trends in a short space. Reading left to right on the first line, we see that LT Jones was an ENS (1) on USS Halsey as the Communications Officer. The report opening date was January 1987, covering a five-month period, and CAPT (6) Gregg was the reporting senior. ENS Jones earned (9) A's and (4) B's in the "specific performance" category. The raised tick marked number (-9-) means that was his average mark for that category. In the "comparison" category, among the eight (5 + 3) URL ENSs on USS Halsey at that time, the raised (-5-) means ENS Jones was among the five who received an overall A grade. So the board knows that, in a competitive ranking, ENS Jones was no worse than 5 of 8 ENSs.

In the "desirability" category, ENS Jones received (4) A's and (1) B. The "promotion" category tells the board more about where ENS Jones broke out within his own wardroom. CAPT Gregg chose (3) officers in the "E" block to recommend for accelerated promotion (rap); and we see from the (X) in the P block (regular promotion) that ENS Jones wasn't one of the three. This tells the board he was no better than 4 of 8 ENSs. When you combine this information with the "comparison" category data, you can see that CAPT Gregg is rating ENS Jones in the middle of the pack within the wardroom (which is called making him a "pack player").

Under the "traits" category, ENS Jones earned (4) A's and (2) B's. The briefer thought the board would want to know that the B's were in military bearing ("MB") and imagination ("I"). The ("P/23") comment also tells us that ENS Jones passed his

PRT but had a body fat percentage of 23 percent, which was over body fat standards. The (RG) tells us that this was a regular fitness report, as opposed to special or concurrent report.

Fitness report trends: Now that you know how the board reads a single fitness report line, let's see how it may view trends across several fitness reports. LTJG (5) Jones' third report shows (1) B in "specific performance" (which is not necessarily declining performance) after his second FITREP with all A's. In this case, it is mitigated by the fact that it's under a new CO, CAPT McGee. The good news is that LTJG Jones is moving up, as he was rapped (/6) for the first time.

LTJG Jones is improving rapidly by his fourth report. Not only is he rapped, but as the briefer wrote down, he was recommended for postgraduate school ("PG") and he received a mid-tour Navy Achievement Medal.

By the report dated (0989), LT (4) Jones has become the number one ranked junior officer ("my #1 JO") and has received a recommendation for department head school ("DH"). LT Jones' last report on USS Halsey shows he has become a "pack plus" junior officer. Not only is he still the number one JO on board, but he received his first Navy Commendation Medal. Because his departure coincided with the regular LT reporting period, LT Jones did not get what is called a "good-bye kiss": a glowing report and a 1 of 1 ranking (or EP under the new FITREP) which the board may or may not consider as good as being ranked against your peers.

Shore duty at BUPERS: Out in Washington DC, LT Jones runs into a snag. His next report under CDR Dale is ("declining"): a non-rapped FITREP against another LT who was rapped (meaning a 2 of 2 breakout), plus a very significant B in ("judgment"). The prominent arrows indicate movement "to the right" which is to be avoided. But to LT Jones' credit, he comes back under the same reporting senior with a rap and another ("NCM") award.

Department head tour: All charged up, LT Jones then heads off to be OPS on USS Fletcher. He's ranked ("# 3 of 4") on his first report, but the board realizes it's hard to shine when you first check on board, so this one is not viewed as declining. Besides, LT Jones continues to improve (something the board always looks for). LT Jones' last three reports on USS Fletcher (including the one annotated at the bottom that he sent in to the board) show he was the number 1 ranked department head and that he received his third NCM.

The likely conclusion by the LCDR Promotion Board is that LT Jones is an outstanding officer. He has strong command rankings and assignment recommendations, as well as several awards. It is likely that he will be selected for promotion to LCDR.

B++

PERFORMANCE SUMMARY RECORD

NAME				JONES, JOHN P						
SSN				FILE NO.	DESIGNATOR	DATE OF BIRTH	AGE	PROF SERV DATE	FOR BOARD USE	
123-45-6789					1110	640520	31			
PROMOTION HISTORY:				CAPT	CDR	LCDR	LT	LTJG	ENS	WARRANT
DATES OF RANK							900601	880601	860510	
PRESENT DUTY STATION				DESTROYER SQUADRON 66						PRESENT BILLET
EDUCATION				OPERATIONS OFFICER						
COLLEGE				DATE/LEVEL	MAJOR	LANG PROF	SUB-SPEC	SERVICE SCHOOLS ATTENDED		
UNIV MARYLAND				93 MASTER	FRGN AFF		XX26	COURSE: SURF WF OFF		
USNA				86 BACH/1 PR	ECONOMICS			DATE/WEEKS: 8612 16		
ACTIVE DUTY				PREVIOUS MILITARY	YEAR	MONTHS	HIGHEST	REMARKS		
BASE DATE				SERVICE:			RATE/GRADE			
0586				NO						
				PERSONAL DECORATIONS						
				HIGHEST AWARD						
SPECIAL QUALIFICATION				NAV COM MDL 03 NAV ACH 01 MIDTDR 02 CA23						
1. GOOD E.T.				7.						
2. BOOW GAS TURBINE				8.						
3. TAO				9.						
4. During OPS DA TDR				10.						
5. ON DD 992				11.						
6.				12.						

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BUPERS Directory

**For e-mail address, replace xxx with listed PERS-code:
example – to e-mail the aviation junior officer VF detailee:
* indicates no e-mail available**

***pxxx@bupers.navy.mil
p432g@bupers.navy.mil***

<u>PERS-code</u>	<u>Position</u>	<u>Incumbent</u>	<u>DSN</u>	<u>Commercial</u>	<u>Ext</u>
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Perspective and Link Magazines

451E	Managing Editor, <i>Perspective</i> and <i>Link</i> Magazines	LT Zip	225-0132	(703) 695-0132	
451E1	Editor, <i>Link</i>	JOC Briggs	223-1195	(703) 693-1195	

BUPERS Access / IVR and BUPERS Home Page Technical Support

4552C	BUPERS Access / IVR Technical Support BUPERS Access Data Personal Account BUPERS Access Data Command Representative Account Interactive Voice Response (IVR)	DP1 Richardson	224-8083	(703) 614-8083 1-800-346-0217 1-800-762-8567 1-800-951-NAVY	
1023	BUPERS Home Page Technical Support BUPERS Home Page e-mail address	DPC Reese http://www.navy.mil/homepages/bupers	225-5895	(703) 695-5895	

Personnel Policy Advisors

203D	Personnel Exchange Program (PEP) Advisor	LCDR Hunter	224-5393	(703) 614-5393	
2MM	Acquisition Professional (AP) Advisor	CAPT Brown	227-8761	(703) 697-8761	
2WW	Women in the Navy Advisor	CDR Brehm	225-9385	(703) 695-9385	
45J	Joint Policy Advisor	CDR Burlingame	223-2345	(703) 693-2345	
45J1	Title 10 Compliance	LCDR Grace	223-0036	(703) 693-0036	
45J2	JPME Phase II Quota Control	LT Velasquez	224-2048	(703) 614-2048	
462	TAD/Joint Operations Assignments Advisor	LCDR Terrell	223-2948	(703) 693-2948	
4622	TAD Assistant	LT Mulligan	223-1192	(703) 693-1192	
61	Director, Equal Opportunity Division	CAPT Stafford	224-2007	(703) 614-2007	
61B	Deputy Director	CDR Olmo	225-2860	(703) 695-2860	
611	Navy Affirmative Action Plans Advisor	LCDR Haeg	225-2651	(703) 695-2651	
613	Sexual Harassment/CMEQ Advisor	LCDR Imgrund	225-2824	(703) 695-2824	
614A	Minority Affairs Advisor	CDR Olmo	224-1190	(703) 614-1190	
614B	Minority Affairs Advisor	LCDR Burke	224-2008	(703) 614-2008	

Microfiche, PSR, Selection Boards, Fitness Reports, ODC Support

* 313D	Microfiche & PSR Support fax ordering (PSR ordering only)	LT Stauffer	224-3654 224-8882	(703) 614-3654 (703) 614-8882	
* 321	Selection Board Support	LT Bertelsen	224-3105	(703) 614-3105	
* 322	FITREP/EVAL Support and FITREP/EVAL Selection Board Support	Help Desk	224-1132	(703) 614-1132	
* 1031D1	Officer Data Card (ODC) Support	Ms Jones	224-5188	(703) 614-5188	

Inservice Procurement and Transfer Division

25	Director	CDR Wessel	224-3887	(703) 614-3887	
251	Head, Lateral Transfer/Redesignation	LT Green	224-1193	(703) 614-1193	
252	Head, Officer Recall	LCDR Simmons	224-2825	(703) 614-2825	
253	Head, Officer Separations	LT Bischeri	223-2206	(703) 693-2206	
* 253B	Officer Involuntary Separations	PNC Sheard	224-2894	(703) 614-2894	
* 253C	Officer Resignations	Ms Atkinson	223-0987	(703) 693-0987	

Officer Promotions Division

26	Director	CDR Stewart	224-2725	(703) 614-2725
* 26A	Admin Officer	CWO3 Young	224-2725	(703) 614-2725
* 26C	Officer Special Board Coordinator	LT Castleberry	224-2725	(703) 614-2725
26L	Line Selection Board Liaison	LCDR Anderson	224-2725	(703) 614-2725
* 26M	Staff Selection Board Liaison	LT Nathan	224-2725	(703) 614-2725
* 93	Director, Reserve Officer & Enlisted Promotions	CDR Carlock	288-8691	(202) 433-8691
* 93B	Deputy Director, Reserve Officer & Enlst Promotions	CDR Vogt	288-8676	(202) 433-8676
* 93D	Special Assistant for Line/Staff Boards	CDR Nardella	288-8675	(202) 433-8675
* 931	Head, Reserve Officer Promotions and Appointments	LCDR Cambell	288-8674	(202) 433-8674

Retirements Division

27	Director	Ms Ryan (Acting)	224-2690	(703) 614-2690
271	Head, LIMDU/Disability Retirement	PNCS Stultz	224-7990	(703) 693-7990
272	Head, Officer Retirement	CWO4 Abrams	223-7995	(703) 693-7995

Officer Community Management (OCM) and Career Planning Division

21	Director	CAPT Reese	223-2303	(703) 693-2303
211	Head, OCM	CAPT Kikta	223-2301	(703) 693-2301
211C	Chaplain Corps OCM	CAPT Belanus	224-4438	(703) 614-4438
211D	AED/AMD OCM	CAPT Hixson	224-4869	(703) 614-4869
211E	Engineering Duty OCM	CAPT Hickey	223-1231	(703) 693-1231
211F	Special Warfare OCM	LCDR Campion	224-8327	(703) 614-8327
211G	Fleet Support OCM	CDR Sapp	223-2308	(703) 693-2308
211H	Special Operations OCM	CDR Tillotson	224-8328	(703) 614-8328
211I	Intelligence OCM	CAPT Darrah	224-3072	(703) 614-3072
* 211J	JAG Corps OCM	CAPT Burnett	221-9830	(703) 325-9830
* 211K	CEC OCM	CAPT Mehula	224-3635	(703) 614-3635
211L	LDO/CWO OCM	CDR Hart	223-2309	(703) 693-2309
211L1	Assistant LDO/CWO OCM	LT Jones	223-2310	(703) 693-2310
211M	Medical Department OCM	CAPT Gibbin	223-2328	(703) 693-2328
211M3	Medical Service Corps/Dental Corps OCM	CDR Brannman	223-2327	(703) 693-2327
211M4	Medical Corps OCM	CAPT Simpkins	223-2311	(703) 693-2311
211M5	Nurse Corps OCM	CAPT Kenney	223-2326	(703) 693-2326
211N	Submarine OCM	LCDR Stacia	225-1242	(703) 695-1242
211O	METOC OCM	CAPT Donaldson	224-0520	(703) 614-0520
211P	Public Affairs OCM	CDR Weishaupt	224-2708	(703) 614-2708
211Q	Cryptology OCM	CAPT McDonald	224-3403	(703) 614-3403
* 211R	Merchant Marine OCM	CAPT Van Oss	332-7128	(703) 602-7128
211S	Supply Corps OCM	CAPT Culvyhouse	224-3471	(703) 614-3471
211S1	Supply Corps Requirements	LCDR Walker	224-3471	(703) 614-3471
211V	Aviation OCM	CDR Ryan	223-2306	(703) 693-2306
211W	Surface OCM	CDR Kusumoto	223-2305	(703) 693-2305
* 214	TAR OCM	CDR Wright	223-2316	(703) 693-2316

Surface Officer Distribution Division

41	Director/CAPT Assignment	CAPT Marzluff	224-8341	(703) 614-8341
41B	Deputy Director	CDR Feckler	224-8341	(703) 614-8341
41A	Assistant CAPT Assignment	CDR Kurta	224-8341	(703) 614-8341
410	Head, CDR Assignment	CAPT Chapman	224-3678	(703) 614-3678
410A	Assistant CDR Assignment	CDR Quinn	224-3679	(703) 614-3679
410B	Assistant CDR Assignment	LT Cutsinger	224-3679	(703) 614-3679
411	Head, LCDR Assignment	LCDR Chandler	224-2270	(703) 614-2270
411A	YG85 & Junior	LCDR O'Rourke	224-2270	(703) 614-2270
411B	YG84 & Senior	LCDR Delaney	224-2270	(703) 614-2270

412	Head, Junior Officer Assignment	CDR Reilly	224-3831	(703) 614-3831
412B	Sea Coordinator	LCDR Wetherald	224-3831	(703) 614-3831
412A	Shore Coordinator	LCDR Lauer	224-3831	(703) 614-3831
412S	2nd Department Head Assignment	LCDR Johnson	224-3831	(703) 614-3831
4128	1st Department Head Assignment	LCDR Negus	224-3831	(703) 614-3831
4121	2nd Division Officer Assignment	LCDR Negus	224-3831	(703) 614-3831
4122	2nd Division Officer Assignment	LT Grotewold	224-3831	(703) 614-3831
412I	Initial Assignment	LT Colagiuri	224-3831	(703) 614-3831
412N	Surface Nuclear Assignment	LCDR Mullen	224-3831	(703) 614-3831
413	Head, Surface Ship Placement, CRUDESGRU Staffs	CDR Woolley	223-1976	(703) 693-1976
413A	LANT CRUDES Ships and Staffs	LCDR Carney	223-0912	(703) 693-0912
413B	PAC CRUDES Ships and Staffs	LCDR Johnson	223-1979	(703) 693-1979
413E	CLF/MIW/PC/MSC/ATG	LCDR Stubblefield	223-1983	(703) 693-1983
413F	Amphibious/CNSL/CNSP	LCDR Barrington	223-1985	(703) 693-1985
414	Head, Surface LDO/CWO Assignment	CDR Williamson	223-1953	(703) 693-1953
414A	Deck/Admin	LT Schultz	223-1954	(703) 693-1954
414B	Ord/OpTech/ADP	LCDR Scharf	223-1956	(703) 693-1956
414C	Engineering	LCDR Patrick	224-8553	(703) 614-8553
414D	Elex/Comm	LCDR Freeman	223-1955	(703) 693-1955
415	Head, Special Warfare Assignment/Placement	LCDR Campion	224-8327	(703) 614-8327
416	Head, Special Operations Assignment/Placement	LCDR Windhorst	224-8328	(703) 614-8328

Submarine / Nuclear Power Officer Distribution Division

42	Director/CAPT Assignment	CAPT Feeley	225-1205	(703) 695-1205
42B	Deputy Director/CO Detailer	CAPT Tracy	225-3965	(703) 695-3965
421	Head, Sub/Nuclear Power Assignment	LCDR Howard	225-0688	(703) 695-0688
421A	Post-Department Head Shore Detailer	LCDR Genoble	225-4047	(703) 695-4047
421B	Department Head Detailer	LCDR Kirk	225-4048	(703) 695-4048
421C	Junior Officer Shore Detailer	LT Brunner	225-4039	(703) 695-4039
421D	Junior Officer Sea Detailer/Medical	LT Lebenthal	225-4331	(703) 695-4331
421E	Accession/Resignations	LT Brown	225-4062	(703) 695-4062
422	Head, Nuclear Sub LDO/CWO Assignment	CDR Downs	225-4209	(703) 695-4209
422A	LDO/CWO Detailer	LCDR Jorfi	225-1240	(703) 695-1240
422B	LDO/CWO Detailer	LCDR Wilkie	225-6119	(703) 695-6119
423	Staff Placement	LCDR Rauch	225-3923	(703) 695-3923
424	Head, Surface Nuclear Power Distribution	CDR Janikowski	225-4330	(703) 695-4330
424B	Surface Nuclear Placement	LT Pascual	225-4192	(703) 695-4192

Aviation Officer Distribution Division

43	Director/CAPT Assignment	CAPT Besal	224-8356	(703) 614-8356
43B	Deputy Director	CDR Buyske	224-8080	(703) 614-8080
43A	Assistant CAPT Assignment	LCDR Sullivan	224-8356	(703) 614-8356
43C	ACIP Evaluation	LT Schuster	224-8358	(703) 614-8358
431	Head, CDR Assignment	CDR Pokorny	224-8077	(703) 614-8077
431A	Assistant CDR Detailer	CDR Andersen	224-8077	(703) 614-8077
431B	Assistant CDR Detailer	CDR Card	224-8077	(703) 614-8077
432	Head, LCDR/Junior Officer Assignment	CDR Green	224-8708	(703) 614-8708
432C	Shore Coordinator	LCDR Sterrett	224-8708	(703) 614-8708
432D	Resignation/RAD/Retention	ENS Blake	224-8358	(703) 614-8358
432E	VAW/Warfare Transition	LCDR Kloth	224-8708	(703) 614-8708
432F	VFA	LCDR White	224-8708	(703) 614-8708
432G	VF	LCDR Ariza	224-8708	(703) 614-8708
432H	Helicopter (Sea)	LCDR Spitz	224-8708	(703) 614-8708
432I	VP (Shore)	LCDR Smith	224-8708	(703) 614-8708
432J	Education/Subspecialty Management	LT Baker	224-8708	(703) 614-8708

432K	VAM/VAQ	LCDR Tack	224-8708	(703) 614-8708
432L	Aviation LDO/CWO Assignment	CDR Ho	224-4178	(703) 614-4178
432M	Assistant Aviation LDO/CWO	LCDR Fiegl	224-4596	(703) 614-4596
432N	Pilot/NFO Initial Assignment	LT Lange	224-8708	(703) 614-8708
432P	VP (Sea)	LCDR Fite	224-8708	(703) 614-8708
432Q	Helicopter (Shore)	LCDR Maloney	224-8708	(703) 614-8708
432R	Sea Coordinator	LCDR Sciabarra	224-8708	(703) 614-8708
432S	VS/Force Sup Jet	LCDR Piritz	224-8708	(703) 614-8708
432U	VQ/Force Sup Prop	LCDR Steele	224-8708	(703) 614-8708
432Z	General Aviation	LT Lange	224-8708	(703) 614-8708
433	Head, Air Combat Placement	CDR Wanjon	224-4344	(703) 614-4344
433A	VFA/CVW East/TACRONS	LCDR Haffner	224-4344	(703) 614-4344
433B	VF/CVW West	LCDR Molitor	224-4344	(703) 614-4344
433C	VAW/VRC/VC/VQ	LCDR Settele	224-4344	(703) 614-4344
433D	VP/VX-1/ASWOC/VXE-6	LCDR Adrion	224-4344	(703) 614-4344
433E	Flight Students Placement	LT Bogard	224-4344	(703) 614-4344
433F	VAM/VAQ	LCDR McCulloch	224-4344	(703) 614-4344
433G	CV/CVN	LCDR Goodwyn	224-4345	(703) 614-4345
433H	VS/VT/Aviation Staff	LCDR Wagner	224-4345	(703) 614-4345
433I	HSL/HS	LCDR Dolan	224-4345	(703) 614-4345
433J	HC/HM/TYCOMS/FASO	LCDR Mehan	224-4345	(703) 614-4345

Restricted Line / Staff Corps Officer Distribution and Special Placement Division

44	Director	CAPT Wikstrom	224-4022	(703) 614-4022
44A	Aide Placement	LCDR Martin	223-0041	(703) 693-0041
44B	Deputy Director	CDR Riddle	224-4024	(703) 614-4024
44C	Special Assistant	LTJG Weidner	224-4025	(703) 614-4025
440	Head, Professional Education/Subspecialties	CDR Threlkeld	223-1220	(703) 693-1220
440B	Graduate Education Placement	LTJG Noles	223-1222	(703) 693-1222
440C	Service College Placement	LT Counter	223-1223	(703) 693-1223
440E2	Subspecialty/Waiver Review	Ms Hughes	224-3321	(703) 614-3321
441	Head, Washington Placement	CDR Opsal	224-1112	(703) 614-1112
441A	JCS/OSD Admin	LT Stone	224-1113	(703) 614-1113
441B	Assistant Washington Placement	LCDR Moran	224-1114	(703) 614-1114
442	Head, Major Staffs Placement	CDR Bole	224-8483	(703) 614-8483
442B	MAAG/Mission/MILGRP	LT Eisner	224-8484	(703) 614-8484
442C	PEP/Korea/Japan	LCDR Hooks	224-8482	(703) 614-8482
444E	Head, NAVSEA	CDR Threlkeld	224-4918	(703) 614-4918
444F	Head, Educ & Trng Staff Placement/NAVAIR/SPAWAR	CDR Fox	223-1220	(703) 693-1220
444	NROTC/USNA/TELCOM	LCDR Harned	225-5779	(703) 695-5779
444A	TRA/CNET/PASS/NS	LCDR Boone	224-3918	(703) 614-3918
444B	NAS/CNRC/SAF	LCDR Tappen	223-1219	(703) 693-1219
444C	NPS/CAAC/ARC/BRIG	Ms Henderson	224-4916	(703) 614-4916
445	Head, Engineering Duty Assignment	CAPT Hickey	223-1231	(703) 693-1231
445B	Assistant ED Detailer	CDR Joseph	224-1232	(703) 614-1232
445D	Assistant ED 14XX Assignment	LCDR Schauder	224-3916	(703) 614-3916
446	Head, AED/AMD Assignment	CDR Ezzard	224-4869	(703) 614-4869
446B	Assistant Head, AED 151x/Det/Air	CDR Wooten	224-4869	(703) 614-4869
446C	Assistant Head, AMD 152x	CDR Boyce	224-4869	(703) 614-4869
446	Tar Community Manager	LCDR Smith	224-4869	(703) 614-4869
	AEDO Career Manager	LCDR Black	664-1680	(703) 604-1680 ext 2180
	AMDO Career Manager	LCDR Disano	664-1680	(703) 604-1680 ext 2181
447	Acquisition Professional (AP) Advisor	CAPT Brown	227-8761	(703) 697-8761
448	Head, Public Affairs Assignment	CDR Weishaupt	224-2708	(703) 614-2708
448B	Assistant Head	LT Merrell	224-2708	(703) 614-2708
449	Head, METOC Assignment	CAPT Swaykos	224-0520	(703) 614-0520
449B	Assistant Detailer	LCDR Frailey	224-0521	(703) 614-0521

4410	Head, Cryptology Assignment	CDR MacDougall	224-3402	(703) 614-3402	
4410B	JO Detailer	LCDR Rogers	224-3403	(703) 614-3403	
4410C	LDO/CWO/New Accessions	LT Russell	224-3404	(703) 614-3404	
4411	Head, Intelligence Assignment	CAPT Darrah	224-3072	(703) 614-3072	
4411A	LT & Below Detailer	LCDR Exner	224-3072	(703) 614-3072	
4411B	Intelligence Placement	LCDR Kohler	224-3072	(703) 614-3072	
4411C	Attache Placement/TAR Detailer	CDR Workman	224-3072	(703) 614-3072	
4412	Head, Supply Assignment	CAPT Bird	224-2822	(703) 614-2822	
4412R	Special Assistant	LT Singleton	224-2822	(703) 614-2822	
4412B	Shore Detailer	LCDR Kuhm	224-0915	(703) 614-0915	
4412C	Sea and Overseas Detailer	LCDR Green	224-0917	(703) 614-0917	
4412E	Reserve/TAR/SELRES Manager	CAPT Thornbury	224-8702	(703) 614-8702	
4412F	LT Sea and Overseas Detailer	LCDR Morgan	224-0918	(703) 614-0918	
4412G	LTJG/ENS Sea and Overseas Detailer	LT Skinner	224-0919	(703) 614-0919	
4412I	NAVSUP/DLA/BUPERS Placement	LCDR Dolan	224-2811	(703) 614-2811	
4412J	LT Shore/Jr Officer Shore Detailer	LT Liserko	224-0913	(703) 614-0913	
4412W	TAR Community Manager	CDR Laughlin	224-8703	(703) 614-8703	
4413	Head, CEC Assignment	CAPT Mehula	224-3635	(703) 614-3635	
4413A	LCDR Detailer	LCDR Ashley	224-3635	(703) 614-3635	
4413B	Billets/NAVFAC Placement/ANCECO	LCDR Lynch	224-3635	(703) 614-3635	
4413C	LTJG/ENS/CWO Detailer	LT Collins	224-3635	(703) 614-3635	
4413D	Plans and Inputs	LCDR Addison	224-3635	(703) 614-3635	
4413E	LT/Postgraduate Detailer	LCDR Stratman	224-3635	(703) 614-3635	
4414	Head, Chaplain Assignment	CAPT Cooper	224-4626	(703) 614-4626	
4414D	Assistant Head	CDR MacNew	224-4626	(703) 614-4626	
4414E	Assistant Head	LT Cheatham	224-4624	(703) 614-4626	
4415	Head, Medical Department Assignment	CAPT Brown	225-7073	(703) 695-7073	
4415A	Assistant Head	CDR Younger	225-7073	(703) 695-7073	
4415B	Head, Medical/Dental Placement	CDR Hodges	225-5837	(703) 695-5837	
4415D	Overseas, Ops and USMC Placement	LCDR Bye	225-5837	(703) 695-5837	
4415F	East Coast Claimancy 18 Placement	LT Brown	225-5837	(703) 695-5837	
4415T	West Coast Claimancy 18/Washington HQ Placement	LCDR Brown	225-5837	(703) 695-5837	
4415M	Head, MC/Surg Spec Assignment	CAPT Golembieski	225-7960	(703) 695-7960	
4415P	GME Assignment	LT Poindexter	225-7960	(703) 695-7960	
4415U	GMO Assignment	LCDR Wiley	225-7960	(703) 695-7960	
4415R	Operational Med/PA Assignment	LCDR Murray	225-7960	(703) 695-7960	
4415N	Non-Surgical Spec MC Assignment	CDR Nathan	225-7960	(703) 695-7960	
4415G	Head, Dental Corps Assignment	CAPT Arthur	225-9101	(703) 695-9101	
4415H	Dental Corps Assignment	CDR Wagner	225-9101	(703) 695-9101	
4415J	Head, MSC/Senior HCA Assignment	CAPT Garn	225-9004	(703) 695-9004	
4415JA	Applied Science Assignment	LCDR Feril	225-9004	(703) 695-9004	
4415I	HCA MSC Assignment LCDR and above	CDR Sullivan	225-9005	(703) 695-9005	
4415IA	HCA MSC Assignment ENS-LT	LT Arellano	225-9005	(703) 695-9005	
4415K	Head, Nurse Corps Assignment	CAPT Caffrey	225-7703	(703) 695-7703	
4415V	LCDR Nurse Corps Assignment	CDR Boechler	225-7703	(703) 695-7703	
4415L	Nurse Corps West Coast Assignment	CDR Saunders	225-7703	(703) 695-7703	
4415S	Nurse Corps East Coast Assignment	LCDR Szymanski	225-7703	(703) 695-7703	
* 4416	Head, JAG Corps Assignment	CAPT Burnett	221-9830	(703) 325-9830	ext 6101
* 4416B	Assistant Head/Senior Officer	CDR Bengston	221-9830	(703) 325-9830	ext 6102
* 4416C	LCDR Assignment	LCDR Tuider	221-9830	(703) 325-9830	ext 6107
* 4416D	LT/LTJG/LDO Assignment	LCDR Knowles	221-9830	(703) 325-9830	ext 6103
* 4416E	Accessions/Retention	LCDR Luster	221-9830	(703) 325-9830	ext 6109
4417	Head, TAR Assignment	CAPT Peterson	224-8386	(703) 614-8386	
4417B	Surface TAR Officer Assignment	CDR Morgan	224-8386	(703) 614-8386	
4417C	Aviation TAR Officer Placement	CDR Howell	224-8387	(703) 614-8387	
4417D	Surface TAR Officer Placement	LCDR Hamel	224-8388	(703) 614-8388	
4417E	Intelligence TAR Officer Assignment	CDR Workman	224-3072	(703) 614-3072	
4417F	Fleet Support TAR Officer Assignment	LCDR Strother	224-3515	(703) 614-3515	
4419	Head, Fleet Support Assignment	CAPT Augustine	224-3515	(703) 614-3515	
4419A	Assistant Head	CDR Hight	224-3515	(703) 614-3515	
4419B	YG80-88 Detailer	LCDR Davis	224-3515	(703) 614-3515	
4419F	YG89 & Junior Detailer	LT Enterline	224-3515	(703) 614-3515	

Community Notes

Surface Picture

Careers and YOUR Record. This issue of *Perspective* is very popular because of its concise package of career oriented information. We recently completed the Surface Major Command and CDR Command selection boards, and will conduct the Department Head and Executive Officer boards this spring.

Our goal is for every record that goes before a board to be accurate and complete, and we dedicate many hours trying to achieve just that. However, with your career in the balance, it remains your responsibility to keep your record (FITREPS, awards, qualifications, academic degrees, etc.) up-to-date.

I encourage each of you to take this issue to heart and ensure that your record is complete and accurate prior to its appearance before a promotion or administrative board.

Surface Major Command. The FY97 Surface Major Command Selection board met 28-30 October 1996 to consider Surface Warfare, Fleet Support, Special Warfare, Special Operations, Limited Duty and Acquisition Professional officers for assignment to major command.

The Board also reviewed the records of 118 CAPTs, currently serving in or 12-15 months out of Major Command, for selection to Surface Major Sequential Command. This screening, last conducted in fiscal year '93, was directed by the CNO's Major Command Review Board (MCRB) to ensure that officers assigned to sequential major command are formally screened. Approximately nine CAPT's are assigned annually to sequential major command.

Eligibility for assignment to major command begins with selection to CAPT and continues for three annual looks. For this board, the major command screening opportunity was 57%. Screening goals were derived from specific major command requirements through September 1998 and are allocated to provide equitable command opportunity to each promotional year group. CAPTs are slated to major command twice per year--in the spring and fall. Officers can expect to be slated 18 to 24 months after screening and 12 to 15 months prior to entering pipeline training. The next slate will be 9705.

The board provided numerous "lessons learned" which all eligible officers should consider in preparation for future boards:

- 3 Performance in CDR command is key to screening.
- 3 Board conducted a detailed analysis of the CDR command tour.
- 3 Quality of the overall record carried the day.
- 3 Solid performance in LCDR command had a very positive influence.
- 3 Professional diversity was well received.
- 3 Both coasts and overseas.
- 3 Proven war fighting/tactical skills improve an officer's chance of selection
- 3 Development of subspecialty expertise is important.
- 3 Major afloat/shore staff experience was a plus.
- 3 D.C. duty, joint education/experience, advanced degree enhance selectability.
- 3 Board did not overreact to first or detaching FITREPs, but looked for a steady progression through all tours, especially command.
- 3 Board recognized officers who went overseas and who took on the tough jobs at-sea.
- 3 Record and photo must be up-to-date; weight and fitness is a factor.
- 3 Letters to the Board were thoroughly reviewed.
- 3 If a record will stand on its own, a letter is not recommended.

Officers who were eligible for board consideration and have additional questions may contact CAPT Pete Marzluff, CAPT Detailer, or CDR Tony Kurta, Assistant CAPT Detailer, at DSN 224-8341 or commercial (703)614-8341.

Surface Commander Command. Congratulations to all who screened for command in December. Well done!

NAVADMIN 274/96 details the SWO Flag slating board that will review records of all unslated CDR command screened officers in January 1997. After much deliberation by the Navy's senior Surface Warfare Officers, this board was chosen to address the issue of CDR command bank size, years commissioned service to command, command tour lengths and potential impact on the SWO career path.

Approximately 140 officers will go before this slating board. Of those, about 95 will be chosen for slating to sea commands and 10 will be selected for slating to "other" CDR commands. The board will also screen records for AP. Those who do not select for slating remain in the bank as unslated command screened officers.

Executive Officer Screening Board. The FY98 Surface XO Screening board will convene on 31 March 97. Correspondence for the President of the Board should be submitted to PERS-411 prior to 01 March 1997. Ensure your record and photo are up to date for this critical career milestone.

Executive Officer tour lengths revised. Shipboard XO tour lengths have been changed from 15 to 18 months. Flexible detailing to meet ships' schedules and officer career requirements will be employed where necessary.

Placement—Fighting for the fair share of officers. During this time of decreasing personnel, some commands have experienced difficulty in getting billets filled. In order to help your placement officer get the best results, ensure that you have communicated with your placement officer:

- + What impact does a gap for a particular billet have on the command? How is command readiness affected?
- + What additional information does your placement officer need to fill each of your billets with the soonest available officer with the right qualifications (Specific billet responsibilities, required/desire prerequisites, command relocation plans, flexibility in grade and/or designator)?

Special Warfare. Assignment opportunities include:

<u>Command</u>	<u>Rank</u>	<u>Billet</u>	<u>Fill date</u>
CNAVDOCOM	LCDR	Staff Plans	ASAP
NSWU-1	LT	Ops/Plans	ASAP
CINCLANTFLT	CDR	Staff Ops/Plans	ASAP
NSWU-1	LT	Plans	9702
SCIATTS RODMAN	LT	XO	9702
NSWC Det Yuma	LT	Instructor/SEAL	9703
NSWC Key West	LT	Instructor	9704
SOC Korea	LCDR	Maritime Ops	9705
JICPAC	LCDR	Contingency Ops	9706

Special Operations. LCDR Gary Windhorst has taken over as Special Operations detailer and community manager. He has already spoken with many Spec Ops officers and is looking forward to working with the community over the next few years. r

Aviation Picture

This issue reiterates the importance of your professional record and its preparation for advancement. Education, joint duty, Washington duty, overseas duty, sea duty, and doing the tough job all enhance your record and can be the tie breakers that earn you selection over your competition. The bottom line, though, is performance, performance, performance. And since you spend countless hours doing your job well, take the time to make sure your record reflects your efforts. Order your microfiche and PSR today! Putting it off only increases the chance that your record will not be ready for your next selection board, or that it will not reflect everything you want should you desire to be considered for a nominative job.

The Fitness Report Working Group (composed of officers from around the fleet) recently met to provide recommendations to improve the new FITREP system. We eagerly await their input. Having seen the new system over the course of a few boards, one thing we recommend is that you don't leave it to the board to try to interpret what you mean on your FITREPS. As commanding officer, if you have an EP or MP to award but elect not to give it to someone because you feel it's too close to call, the Board may interpret that you felt no one deserved it. Earn your command responsibility pay; make the call.

We continue to try to balance the shortfall between current force structure and the billet file. Anyone with an MSR or GREEMAIN should not expect it will be waived, and you will not be extended on shore duty to reach it. It's more beneficial to the Navy to send a person to fill a sea billet, if only for a year. Just ask the individuals on sea duty forced to extend or carry the load for gapped billets. Individuals desiring to resign or retire should consult MILPERSMAN 3820010, 3830340, and 3860280. As noted in previous issues, we need time to identify your replacement. Additionally, in accepting a set of orders, you may incur obligated service time because of the PCS money spent to move you. r

BUPERS set to Move to Memphis. BUPERS is set to relocate to the Millington/Memphis area in mid-1998. Parts of PERS-6 have already moved. For those considering orders to BUPERS, the new location will have much to offer in terms of affordable housing, low traffic/commute time, and great outdoors activities. r

Law Education Program (LEP). The LEP provides an opportunity for approximately five naval officers per year to be selected to attend law school at Navy expense while receiving full pay and allowances. These officers will earn an LL.B. or J.D. degrees and serve as career judge advocates.

Applicants must be college graduates, active-duty LTs or below with at least two, and not more than six, years of active service including any active-duty enlisted time at the date of proposed law school entry.

LEP applicants are required to take the Law School Admission Test (LSAT), apply only to law schools accredited by the American Bar Association, and be interviewed by a senior JAG Corps Officer as part of the application process. Quotas for selectees are allocated among eligible year groups.

Applications for the LEP should be mailed to the Bureau of Naval Personnel (PERS-604C) and must be received by **1 February** of the year that law school is to be commenced. Obligated service is two years for each whole year, or any part thereof, spent in the program—in addition to any other obligation previously accrued. SECNAVINST 1520.7E pertains. For additional guidance, contact LCDR Jeff Luster (PERS-4416E) at DSN 221-9830 or commercial (703) 325-9830; or Ms. Carol Williams (PERS-604C) at DSN 224-1408 or commercial (703) 614-1408. r

Aegis Training at NSWC Dahlgren

As the Navy looks at new and innovative ways of doing business in the training arena, efforts are being made to increase efficiency through the use of technology and revised training pipelines. Such changes pose unique and interesting challenges and the AEGIS Training Center (ATC) is leading the way in technical training initiatives. The AEGIS Education Center, located at Naval Surface Warfare Center, Dahlgren, VA, is the Program Executive Officer-Surface Combatants/AEGIS Program Manager's agent responsible for training officer and enlisted personnel in the operation, maintenance, and employment of the AEGIS Weapons System.

AEGIS training requirements continue to grow as new ships are being added to the fleet leading us to place increased emphasis on finding top quality instructors and administrators. We are looking for officers who possess the drive and poise necessary to be dynamic instructors.

Those of us who have been through the promotion pipeline understand the challenges young officers face as they move up the promotion ladder and ATC is an excellent career move for young officers. Duty at ATC helps officers expand their technical and tactical expertise using the latest tactical shipboard equipment. It is one of the few shore billets where officers get graded in tactical proficiency. Our officers frequently become involved in the development of training and employment doctrine for projects such as Cooperative Engagement Concept (CEC) and Theater Ballistic Missile Defense (TBMD).

ATC utilizes the latest in training technology. Distance learning centers, embedded training, training resource centers, video teleconferencing, and instructor media center technologies are all facets of the process used in instructional and training techniques. Our instructors often play key roles in the Navy and joint exercises like ASCIET and Roving Sands. They frequently conduct briefs at various commands such as the Air Force Staff College and AWACS Training Command, as well as represent the AEGIS fleet as operators on the SC21 and Smartship teams. Additionally, they are actively involved in Weapons Systems Publication and naval weapons reviews and tactical memorandum development. ATC instructors teach Prospective Commanding Officers (PCOs), Prospective Executive Officers (PXOs), Navy and joint operation staff officers, and department heads. Officers detaching from instructor duty at ATC are exceptionally well-rounded tactically and technically, and have the added benefit of having gained valuable Washington, DC experience.

The Dahlgren community offers an excellent quality of life and the number of educational programs available allow instructors opportunity to complete graduate education. Additionally, Joint Professional Military Education (JPME), through the Naval War College non-resident seminar course, is also available. To find out more about opportunities at AEGIS Training Center, contact CAPT Gary Storm, DSN 249-1023, commercial (540) 653-1004, or CDR Lauren Taulman, Director of Training, (540) 653-1004. r

*Contributed by CAPT G. A. Storm
Commanding Officer, AEGIS Training Center*

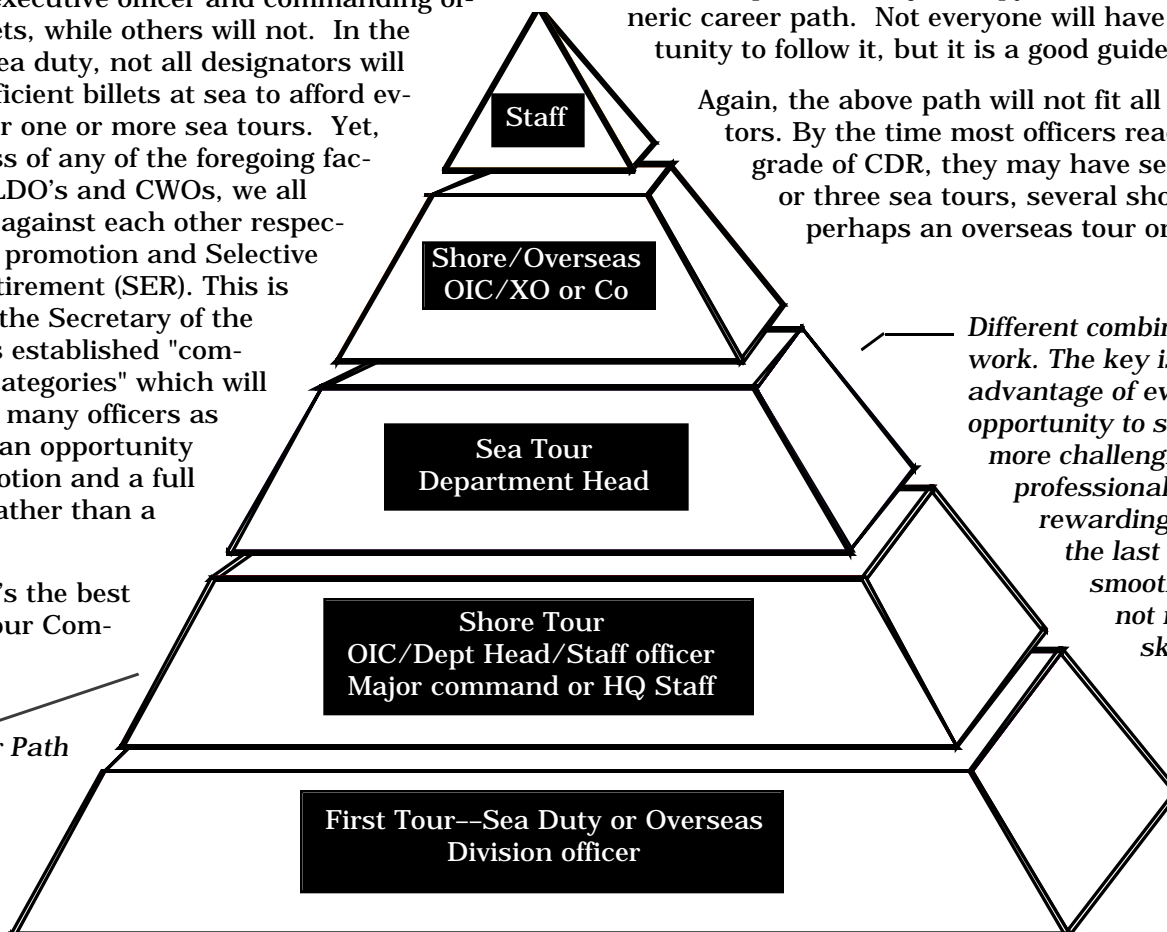
LDO/CWO Career Notes

By the time an individual becomes an LDO or CWO, he or she usually has an average of 12-14 years of naval service. Although it may appear, somewhat unnecessary to discuss a topic such as career management and planning for officers who are well on their way to retirement, believe it or not, the most often asked questions received in the Community Manager's office or assignment branches are, "Where should I go for my next assignment, and what do I need to do to stay competitive?"

Ask any three "Mustangs" and, like physicians, you'll probably get three different opinions. That doesn't mean each opinion is necessarily wrong. But, the answer to the question usually depends more on who is doing the asking vice answering. For example, in the LDO/CWO categories, there are over 60 different designators. Each designator is unique in terms of career path, sea/shore rotation, command opportunities, training requirements, warfare qualifications, and grade structure. Some designators will have opportunities for assignment to officer in charge, executive officer and commanding officer billets, while others will not. In the case of sea duty, not all designators will have sufficient billets at sea to afford every officer one or more sea tours. Yet, regardless of any of the foregoing factors, as LDO's and CWOs, we all compete against each other respectively for promotion and Selective Early Retirement (SER). This is because the Secretary of the Navy has established "competitive categories" which will afford as many officers as possible an opportunity for promotion and a full career, rather than a few.

So, what's the best advice your Com-

LDO Career Path



munity Manager can give you to remain competitive? Performance, for one! It doesn't matter what job you have, number of sea tours or college hours completed, the single most important ingredient in career progression is job performance.

No flash traffic here, right? But, you'd be amazed at the number of telephone calls we receive from officers who failed to select because of poor or weak reports of fitness and, yet, they were dumbfounded when the promotion list came out and their name wasn't on it. Unfortunately, it happens all too often.

Let's say that your performance is great, so what else should you do? My answer is **career path**. It is important to grow and progress within your designator. Again, with over 60 designators, it's impossible to identify a single path that will fit all. For chief warrant officers, their billets are generally limited to division officer tours. But, repetitive and challenging division tours are expected of them and will not damage their career. For limited duty officers, it's a bit more complex. The adjacent pyramid chart is a generic career path. Not everyone will have an opportunity to follow it, but it is a good guide to steer by.

Again, the above path will not fit all designators. By the time most officers reach the grade of CDR, they may have served in two or three sea tours, several shore tours, perhaps an overseas tour or a

Different combinations will work. The key is to take advantage of every opportunity to serve in a more challenging and professionally rewarding tour than the last one. "A smooth sea does not make a skillful Sailor."

two, and usually on a major headquarters staff. But, the vast majority of these officers all had one important thing in common; they continued to grow professionally.

What other actions can you take to remain competitive? Pursue your completion of higher level education, and take full advantage of the Tuition Assistance and In-Service G.I. Bill Programs (for those who meet the eligibility requirements) to assist you financially. Earn a warfare qualification if you have an opportunity to do so, as well as any other underway watch standing qualifications. Be a member of the wardroom and don't fall into the "we are the best of the best trap." A true shipmate works as a team player with their fellow officers, regardless of community or designator. Obtain a copy of the latest edition of the LDO/CWO Professional Guidebook (NAVPERS 15627). It contains information on many topics that will affect you throughout your career. Keep your microfiche service record updated, as well as your Officer Duty Preference Card.

Last, but not least, keep in contact with your detailer. He or she is not only your assignment officer, but they are your career counselor, as well. Discuss with them your long range plans, whether it be retirement, a particular assignment as a Twilight tour, a change in marriage status, dependent medical problems, or whatever. They will work to satisfy your personal desires as well as professional needs. The key is open and frank communication on both sides of the telephone.

For those old salts who recognize most of the above as "motherhood," it is still good from time to time to refresh our memory as to how we got to where we now are. For the new officers in the community, remember, what you did as enlisted personnel is what helped you obtain the commission as an LDO or CWO. There are no simple solutions ahead of you. You must put the past behind you, be present now, and make plans for an exciting and new career. r

*Good luck and best wishes,
CDR Jerry Hart, LDO/CWO Community Manager.*

(DOPMA continued from page 25)

convince Congress to increase the numbers of LCDRs, CDRs, and CAPTs allowed on active duty under the DOPMA Grade tables in Title 10, U.S. Code. The increase (or relief from the old ceilings) was won based on 3 arguments

Requirements. Since the original grade tables were enacted in 1980, our need for field grade officers has increased due to Joint and Acquisition Professional needs external to the Navy. At the same time, our allowed numbers of field grade officers decreased by several thousand. These increases were largely required in the Unrestricted Line (URL) communities (Surface, Submarine, Special Operations, Special Warfare, and Aviation).

URL promotion timing and opportunity. The original grade tables were constructed to allow the services to achieve acceptable levels of timing and opportunity to attract and retain high caliber individuals to lead our nation's defense. Under the old tables, URL promotion timing would have soon exceeded the upper limits envisioned by Congress of 11 years to LCDR, 17 years to CDR, and 23 years to CAPT.

Nurse Corps equity with other Staff corps. When the original DOPMA legislation was enacted, Nurse Corps officers usually left the service long before attaining Field grade rank due to policies limiting the service or pay of women. As we modified these policies, Nurse Corps officers were retained in greater numbers at the higher grades. Correspondingly, our need for these officers in senior health care positions has also increased. Under the old tables, the required grade strength to support this more senior Nurse Corps had to come at the expense of the URL.

Bottom Line for the URL and Nurse Corps: More promotions, sooner promotions, and better officer corps shape to meet fleet requirements. Check the promotion zone ALNAV carefully to see if you are eligible for promotion. As always, it is in your best interest to keep your record up to date and accurate. r

... The Last Word

Officers Wanted for TAD Adventures. Looking for a career broadening adventure? Here is the opportunity to participate in and contribute to real world operations. PERS-462 is charged with coordinating TAD support for Joint Operations and United Nations missions around the world.

TAD assignments are 105 to 179 days in length and require your command's approval to participate. Your command incurs no cost in supporting these vital assignments as the requesting command pays both travel and per diem. Tax-free income and other special pays are often part of these assignments.

PERS-462 currently supports assignments to Operations Joint Endeavor and Decisive Edge in Europe and Southern Watch in Saudi Arabia as well as United Nations missions to the Western Sahara and Republic of Georgia. Particular skills sought include aviation strike planners, TLAM strike planners, EP-3 mission planners, H-60 CSAR coordinators, Intelligence Officers, PAO's, Supply Officers, SWO's (particularly anti-air TAO's with NTDS experience), Communication LDOs, Submarine Officers, CEC officers, TARPS analysts, and computer experts (subspecialty code XX89/XX91). Paygrade requirements range from LT to CAPT and are assignment dependent. New assignments become available monthly and are assigned 120 days prior to the report date.

For more information please contact LT Nikolai Mulligan or LCDR Dick Terrell at DSN 223-1192 or commercial (703) 693-1192. You may fax us at DSN 225-5780 or commercial (703) 695-5780 or e-mail us at: p4622@bupers.navy.mil

When communicating with us, please be prepared to provide your name, SSN, rank, command, UIC, points of contact (DSN & commercial/e-mail), time available, and any foreign languages you speak.

Recruit in the Pacific Northwest. NRD Seattle is looking for an officer recruiter for Spokane, Washington. This is independent duty in a rural community with big city flair. An immediate relief is desired. For more information call LT Halversen, NRD Seattle, 1-800-832-0258 (x 720) or the CNRC Placement officer at BUPERS, LCDR Tappen (PERS-444B), DSN 223-1219 or commercial (703) 693-1219.

Las Vegas Recruiting Duty Opening. Are you looking for the challenge of independent duty in one of the fastest growing cities in the western United States? The Navy Recruiting District San Diego is searching for a top notch officer who is ready to accept the challenge of cultivating and developing naval officers of tomorrow as a Navy officer recruiter. Currently we have a recruiting billet available for either a 1700 lieutenant or line lieutenant at our Navy Recruiting Station in Las Vegas. For more information, contact LCDR Bayer or LT Keller at (619) 224-2856 or the recruiting placement officer at BUPERS (PERS-444B).

L A N D L I N E

Letters to the Editor

Background for Landline responses comes from cognizant offices in BUPERS. Your questions and comments are essential to issues deserving added emphasis or clarification. If you have a question or comment, please write to:

Editor, *Perspective*
Bureau of Naval Personnel
PERS-451E
2 Navy Annex
Washington, DC 20370-4510

Include your name, designator and year group when writing, or call DSN 225-0132; commercial (703) 695-0132; or fax (703) 695-5780.

You can also send e-mail to:

P461D@BUPERS.NAVY.MIL

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